



CGIAR

Financial Report 2011

This detailed report on the financial performance of the CGIAR Centers in 2011 is based on their audited financial statements. This report was produced through a joint collaborative effort between IRRI, the CGIAR Consortium Office and the Fund Office. The IRRI team was led by Norman A. Macdonald and included Sunil Kumar Jhunjhunwala, Melba M. Aquino, and Ronnie Florece.

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Introduction

The context of the CGIAR's research is changing, and to overcome these new challenges and exploit the new opportunities presented, the CGIAR has undertaken a reform process. CGIAR Research Programs (CRPs), of which fifteen are proposed, are now the main organizational mechanism for planning and conducting research.

The first two CRPs were launched in January 2011: **Climate Change, Agriculture and Food (CCAFS)** and **Rice**. A further three were launched mid-way through the year: **Aquatic Agricultural Systems**, **Maize** and **Forests, Trees and Agroforestry**. All of the Centres have been involved to some extent in these programs, but not all of their activities have yet been captured within these programs.

CRPs represent a new programmatic-based approach to doing research; through the leadership of a designated Centre, the implementation of the program is achieved through collaboration between partners both inside and outside of the CGIAR network. Just as CRPs represent a new way of working, so do they entail a new system of funding; donors now have the option of supporting CGIAR work through contributing to the CGIAR fund as well as bilateral funding.

The CGIAR Fund is a new multi-donor, multi-year funding mechanism that provides strategic financing to support agricultural research. It finances research aligned with the Strategy and Results Framework developed by the Consortium of CGIAR-supported Centers and endorsed by the Funders Forum to establish common goals, objectives and results for the CGIAR partnership. Donors contributing to the Fund may designate their resources to one or more of three funding "Windows":

- Window 1 - Contributions to Window 1 are received without donor restrictions. The Fund Council sets overall priorities and makes specific decisions about the use of Window 1 Funds such as allocation to CGIAR Research Programs (CRPs), payment of System Costs and any other use required to achieve the CGIAR mission;
- Window 2 – Contributions to Window 2 are designated by Fund Donors to one or more specific CRPs. Once Window 2 funds are allocated to a given CRP, they flow to the Lead Center implementing the CRP;
- Window 3 – Window 3 contributions consist of funds that Fund Donors wish to allocate to specific Centers. Neither the Consortium nor the Fund Council make decisions about the use of Window 3 funds. Within 2 years after the CGIAR Fund's establishment, the Fund Council will review the use of Window 3 in consultation with the Consortium Board.

The CGIAR Fund was the major donor of the centres, financing 45% of total CRP activities during the year, and over 25% of all Center activities.

Reading the Tables in this report

The CGIAR Financial Report for 2011 is presented in a different format to previous years, reflecting the change in the nature of how research is now done within the system.

Some tables have remained the same as those presented in previous years, but others (primarily those giving information on funding) have changed, the biggest changes being

- The CGIAR Fund (Windows 1/2) now appears as the largest donor to the system. Donors make their contribution to the CGIAR fund, where their monies are co-mingled in Windows 1 and 2, and the fund is then shown as the donor to the Center. (For consistency, the Challenge Program funding has been reported in the same way). Window 3 is the only Fund Window that gives a direct link between Donor and Center.
- Research was previously Center-focused, and the tables shown in this report reflected that. Research is now Program-focused, and although we still include tables showing Center information, we have added tables based on CRPs.

2011 is a transition year; CRPs will form the majority of the research agenda in 2012, and the CGIAR fund will grow; the tables included in this report will also continue to evolve to reflect the changing reality.

Contributions to the CGIAR fund are shown on a cash basis; so long as the monies have been received, the full amount is shown as a receipt in Table 2 (which shows Donor contributions to the different Windows). Centers, however, report on an accruals basis; this means that they only book as much revenue as they have earned. Funding flows rarely reflect work flows, and there can be substantial differences between the amount that a donor has given to a center, and the amount that they have recognised as revenue in their financial statements. (The difference is shown as a liability, or deferred income).¹

Apart from Tables 2 and 3, which give information on the CGIAR Fund only, the financial information in this report has been prepared based on the Centers' financial statements (i.e., on the accruals basis).

¹ The biggest differences can be observed in Window 3 contributions. Table 3 shows that the total given by donors through Window 3 to Centers during 2011 is \$61.7 million. Table 3 also shows that of this amount, only \$15.8 million has been recognised in the financial statements of the Centers for this year, and the Annex Tables (which are compiled as a summary of the Centers Financial Statements) reflect the latter figure.

Table 1 shows an overview of the financial results for CGIAR for 2011 and 2010.

Table 2, headed “CGIAR Fund: Statement of Receipts, Disbursements and Fund Balance”, shows donors who have contributed to the CGIAR fund. Some of these donors have *also* contributed directly to the Centers via Bilateral funding or through the Challenge Programs. Bilateral funding is shown in the Annex Tables.

Table 3, headed “Consortium of CGIAR Centers: Schedule of Receipts and Utilization”, shows the payments from the CGIAR fund to the Centers, and how much of those monies have been utilized and booked as revenue.

Table 4, headed “CGIAR Program and Highlights” shows the consolidated Statement of Activity for all of the Centers, including Challenge Programs and Systems Entities.

Table 5 analyses the summarized information in Table 4 by Center.

Table 6 gives information specifically about CRPs and how Centers have been involved in this work.

Table 7 gives information on the Challenge Programs; the Challenge Programs were the pre-cursors of the CRPs, and their work will largely be absorbed into the CRP agenda in future years.

Table 8 shows the summarized Statement of Financial Position

The annex tables provide summary information based on the financial statements from the Centers. The revenue shown in these tables has been booked on an accruals basis, and may differ from the amount paid during the year by the donor .

Financial Outcome

Total System² revenues in 2011 amounted to \$735 million, an increase of \$39 million (5.6%) in comparison to \$696 million in 2010.

Expenditure in 2011 was \$707 million, an increase of \$50 million (7.6%) over 2010. The overall net result was a surplus of \$28 million.

Table 1 summarizes the actual outcomes for 2011 and 2010. Table 4 shows the CGIAR program and resource highlights for 2011 as well as for the previous four years.

Background

The financial statements were reviewed and aggregated according to fiduciary management and reporting standards approved by the CGIAR to guide the Centers in these areas. Additional information on financial compliance is in Box 1.

Box 1: Compliance with Financial Guidelines (FGs)

To ensure transparency and consistency in financial practices and the presentation of financial information, the 15 Centers of CGIAR are required to follow financial guidelines issued by the Consortium. Developed with input from Center finance personnel and external experts, these guidelines bring the CGIAR's fiduciary practices into conformity with relevant international standards.

As part of the annual review of substantive financial performance, a peer group of Centers' finance and internal audit professionals reviewed the Centers' externally audited 2011 financial statements to assess their compliance with CGIAR accounting policies and reporting guidelines, as well as to validate the analysis underpinning the CGIAR financial report. All Centers' financial statements received an unqualified audit opinion.

² The CGIAR System comprises the 15 member Centers, CGIAR Research Programs, Challenge Programs and System entities.


Overall Financial Outcome

A summary of the CGIAR program outcome for 2011 and 2010 is shown in Table 1³.

Table 1 CGIAR Results and Highlights			
(\$ million)			
	2011		2010
Revenue			
	CRPs	Non-CRPs	
CGIAR Fund Windows 1&2	95	83	
CGIAR Fund Window 3	2	14	
Bilateral	124	357	
	<u>221</u>	<u>454</u>	
Total Center Grant Income		675	626
Systems Entities		9	17
Challenge Program Partners		29	30
Total Grant Income		713	673
Center Own Income		<u>22</u>	<u>23</u>
Total Revenue		735	696
Expenditure			
CRPs		221	
Center Own Programs		<u>486</u>	<u>657</u>
Total Expenditure		707	657
Net Result		28	39

³ Revenue for CRP activities may be reported in more than one Center, where Centers are partners in research. In all of the following tables, CRP revenues have been eliminated from the lead Center, so that the revenue appears only in the reports of the Center doing the work.

Table 2: CGIAR FUND
Statement of Receipts, Disbursements and Fund Balance
as of December 31, 2011
\$ (million)

	Window 1	Window 2	Window 3	Provisional	Total CGIAR Fund
Australia			6.9		6.9
Bangladesh *			0.1		0.1
BMGF	1.5		29.9		31.4
China *		0.1	1.5		1.6
Denmark		5.5			5.5
Finland *	1.3	1.3	1.3		3.8
France	1.7				1.7
IDRC		1.5			1.5
Ireland	1.3	1.3			2.6
Italy	1.1		0.9		1.9
Korea	0.3				0.3
Luxembourg			0.8		0.8
Morocco †			0.5		0.5
Netherlands	5.4	2.5			7.9
New Zealand	2.0				2.0
Nigeria	0.3		0.1		0.4
Norway	19.9				19.9
Portugal		0.2	0.3	0.1	0.6
Russia	1.5	1.5		5.5	8.5
South Africa *		0.1	0.4		0.5
Spain	0.5				0.5
Sweden	23.9		9.5		33.4
Switzerland	5.9	4.6	3.1		13.6
Thailand *			0.1		0.1
Turkey			0.5		0.5
UK	86.9	16.4			103.3
USA	0.5	17.7	9.0	6.4	33.6
World Bank	100.0				100.0
Total 2011 Funding	254.0	52.5	64.9	12.0 	383.5
Disbursements					
CRPs	58.4	30.2			88.6
Genebanks	13.1				13.1
Funding Stability	82.6				82.6
Other			61.7		61.7
Disbursements to Centers	154.1	30.2	61.7	-	246.0
System Costs	5.5				5.5
Windows 1/2 total disbursements - see Table 3	189.8		61.7	-	251.5
Fund Balance	94.4	22.3	3.2	12.0	132.0

NB: This table shows only contributions to the CGIAR Fund. Many of the above donors have also contributed to the Challenge Programs, and/or made bilateral contributions directly to the Centers.

* Funds received, CA in process

† W3 Funds not received, CA signed

Table 2 shows donor contributions received by the CGIAR Fund. This being a co-mingled Fund, the disbursements are shown by activity/program and not broken down by donors. It is not possible to show each donor's share in the disbursements to the program.

Note also that, in accordance with good financial management practices, the Fund is purposefully never entirely drawn down (specifically Window 1), to ensure that the Fund has resources available in case of emergency.

Table 3: Consortium of CGIAR Centers
Schedule of Receipts and Utilization
as of December 31, 2011
in US \$ millions

		Disbursed from CGIAR Fund	Utilization (Amounts Spent)	Balance held by Center
Windows 1 & 2				
CRP 1.3	Aquatic Systems	3.9	2.6	1.3
CRP 3.2	Maize	6.1	3.4	2.7
CRP 3.3	GRiSP	31.3	34.5	(3.2)
CRP 6	Forests	11.1	11.1	-
CRP 7	CCAFS	36.2	31.6	4.6
	Genebank	13.1	11.8	1.3
	Funding Stability	82.6	83.2	(0.6)
	Systems Offices	5.5	7.5	(2.0)
Total		189.8	185.7	4.1
Window 3 (by donor)				
	Australia	6.8	6.8	-
	BMGF	29.3	2.3	27.0
	China		0.8	(0.8)
	Finland		1.3	(1.3)
	Italy	0.8	0.0	0.8
	Luxembourg	0.8	0.7	0.1
	Nigeria		0.1	(0.1)
	Portugal	0.3	0.2	0.1
	South Africa			-
	Switzerland	5.0	3.0	1.9
	Thailand			-
	Turkey	0.5	0.4	0.1
	USA	8.8	0.3	8.6
2011 sub-total		52.3	15.8	36.5
	Sweden for 2010	9.3	9.3	-
Total		61.7	25.2	36.5

* from Table 2

The disbursements in Table 2 feed in to the receipts column in Table 3 above. This table illustrates how the funding modality of the CGIAR is changing. Funding to the CGIAR Research Program through the CGIAR Fund is treated like restricted funding, and is only recognized as revenue to the extent that Centers / Programs have performed the work. Funding from the CGIAR Fund to CRPs cannot contribute to the surplus of a Center, and Programs will not have surpluses. The utilization column shows the revenue that has been recognized by the Programs and Centers, and feeds through into the other funding tables in the Annexes.

Table 4: CGIAR Program and Highlights

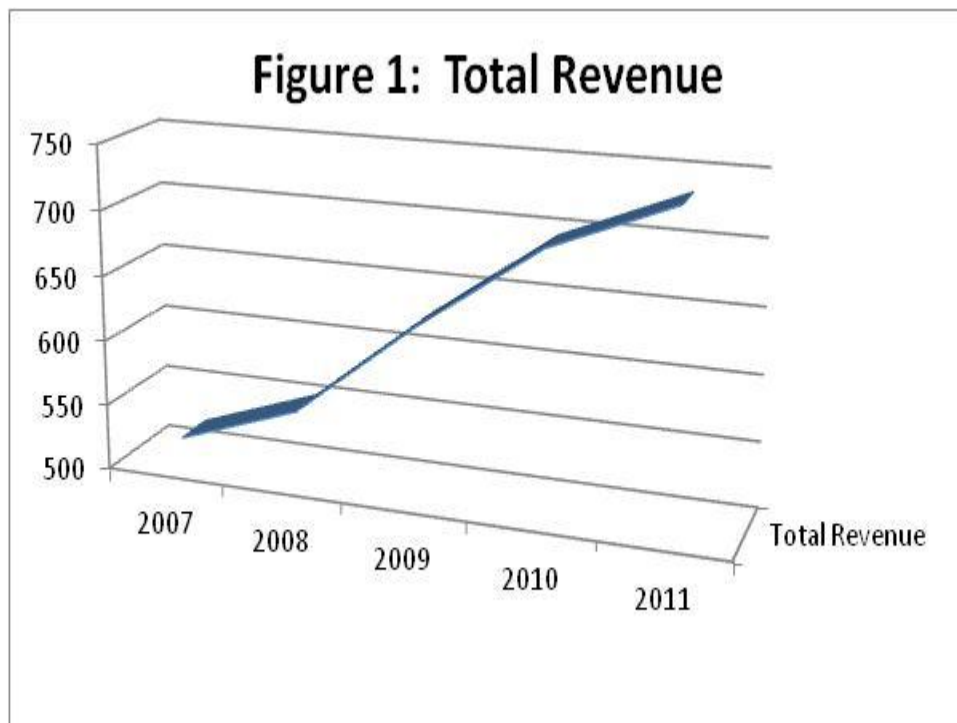
(\$ million)

	2007	2008	2009	2010	2011
Revenues					
CRP Window 1/2					95
CRP Window 3 and Bi-lateral					126
Total CRP Revenue	-	-	-	-	221
Non-CRP Restricted	328	355	420	460	357
Unrestricted	167	176	186	213	136
Total non-CRP Revenue	495	531	606	673	493
	495	531	606	673	713
Other	25	22	23	23	22
Total Revenue	520	553	629	696	735
Object of Expenditure					
Personnel costs	44%	44%	42%	43%	44%
Supplies & Services	30%	29%	27%	27%	30%
Collaboration & Partnerships	15%	16%	18%	18%	16%
Travel	7%	8%	7%	8%	7%
Depreciation	4%	3%	6%	4%	4%
Total Expenditure	506	542	603	657	707
Results of Operations	14	11	26	39	28
Staffing					
Internationally recruited	1,096	1,163	1,238	1,278	1,227
Nationally recruited	6,986	6,904	6,922	7,281	7,095
Total	8,082	8,067	8,160	8,559	8,322
Indicators					
Working Capital	161	150	159	170	169
Current Ratio	1.7	1.6	1.6	1.5	1.3
Adequacy of Reserves	127	123	134	141	139
Fixed Assets					
Capital Expenditure (\$m)	18.7	21.2	30.9	30.4	32.9
Capital Expenditure/Depreciation	110%	119%	95%	118%	119%
Indirect/Direct cost ratio	20%	19%	17%	18%	16%

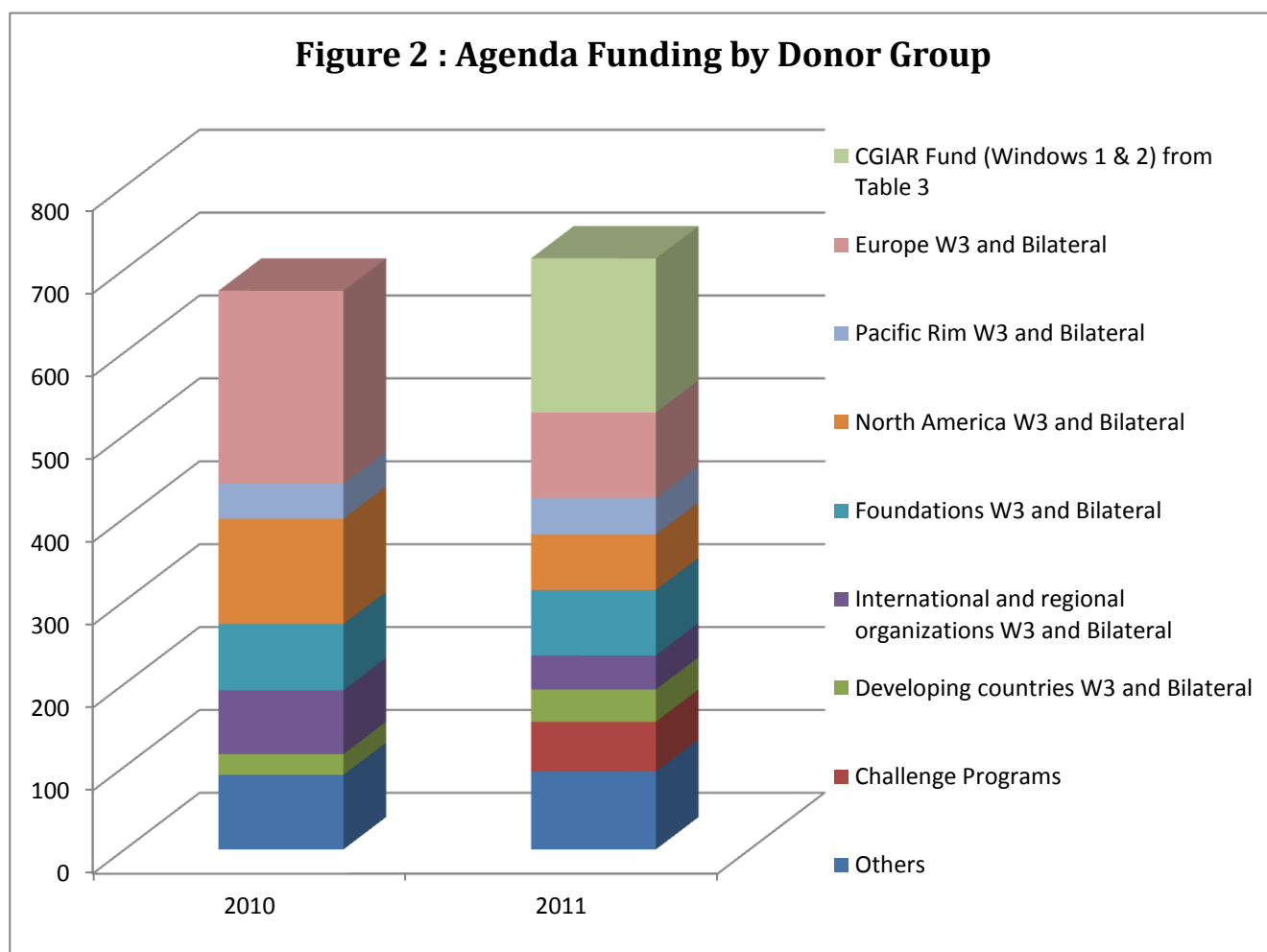
FUNDING

Funding has steadily increased over the last five years:

- Figure 1 shows CGIAR funding from 2007 to 2011 in current dollars.
- Figure 2 shows the composition of funding in 2010 and in 2011
- The Annex Tables give detailed information as follows:
 - A1.1 gives details of Donors' support from 1972 to 2011
 - A1.2 shows the allocations by Center
 - A2.1 presents 2011 unrestricted and restricted funding by Member
 - A2.2 analyses current grant income between Windows 1/2, Window 3 and Bilateral
 - A2.3 shows unrestricted funds to each Center
 - A2.4 shows restricted funds to each Center
 - A2.5 gives a breakdown of the Group "Other"



While Figure 1 shows the continuing upward trend in CGIAR funding overall, Figure 2 shows how the modality of that funding has changed since the CGIAR reforms. Figure 2 pictorially shows how the direct funding from North American, European and International donors appears to have reduced, although this is not the case; a large part of their funding now comes through Windows 1 and 2, where the money is co-mingled and then used as the major source of CRP funding. This figure shows clearly how, thanks to this support from the Fund Donors (shown in Table 2), the CGIAR Fund has become the single largest donor.⁴



⁴ The Challenge Programs appear for the first time as a donor; previously, these co-mingled funds were traced back to the original donor and shown as part of their contribution. Challenge Programs will be largely absorbed into CRPs in 2012.

Figure 3 : Funding by Center and Donor Group

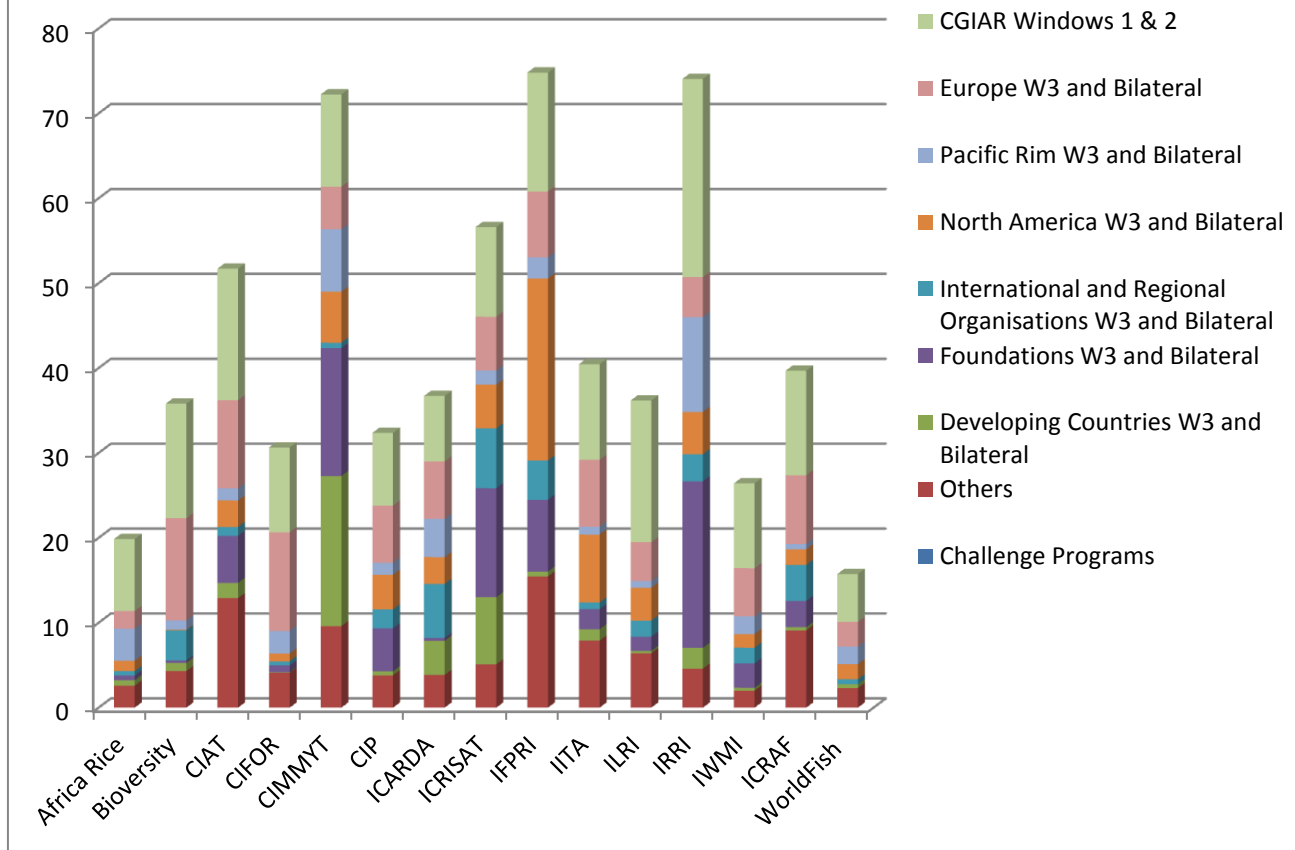


Table 5: Financial Results by Center
\$ million

Centre	2011 Revenue				2011 Expenditure			Result	2010				
	CRP	Non CRP	Other	Total	CRP	Non-CRP	Total		Grants	Other	Total	Expenditure	Result
Africa Rice	20.2	2.1	0.1	22.4	20.2	1.0	21.2	1.2	22.3	0.1	22.4	20.3	2.1
Bioversity	6.3	29.7	0.9	36.9	6.3	29.9	36.2	0.7	39.5	-	39.5	38.5	1.0
CIAT	20.7	38.9	2.8	62.4	20.7	40.3	61.0	1.4	56.1	6.1	62.2	56.1	6.1
CIFOR	13.1	16.8	0.1	30.0	13.1	14.9	28.0	2.0	27.0	0.1	27.1	24.9	2.2
CIMMYT	33.2	46.7	1.7	81.6	33.2	39.6	72.8	8.8	58.8	2.0	60.8	56.0	4.8
CIP	3.7	29.5	0.6	33.8	3.7	30.0	33.7	0.1	33.5	0.6	34.1	33.0	1.1
ICARDA	2.5	33.4	1.5	37.4	2.5	34.5	37.0	0.4	38.7	0.7	39.4	38.3	1.1
ICRISAT	6.0	56.4	4.5	66.9	6.0	59.3	65.3	1.6	59.9	4.8	64.7	61.2	3.5
IFPRI	2.6	78.8	0.3	81.7	2.6	76.9	79.5	2.2	70.9	0.4	70.5	66.6	3.9
IITA	5.5	41.3	0.6	47.4	5.5	41.2	46.7	0.7	51.4	0.8	52.2	52.0	0.2
ILRI	6.0	33.5	4.1	43.6	6.0	36.7	42.7	0.9	41.1	3.3	44.4	43.3	1.1
IRRI	71.6	4.1	1.8	77.5	71.6	2.4	74.0	3.5	56.7	1.7	58.4	57.2	1.2
IWMI	2.8	31.3	1.0	35.1	2.8	29.6	32.4	2.7	30.2	0.6	30.8	26.9	3.9
ICRAF	18.5	23.4	1.2	43.1	18.5	23.4	41.9	1.2	40.0	2.1	42.1	36.9	5.2
World Fish	8.0	9.2	0.6	17.8	8.0	9.4	17.4	0.4	17.2	0.5	17.7	16.2	1.5
Subtotal	220.7	475.1	21.8	717.6	220.7	469.1	689.8	27.8	643.3	23.0	666.3	627.4	38.9
System level activities		9.4		9.4		9.4	9.4	-	17.4		17.4	17.4	-
less InterCenter activities		(21.4)		(21.4)		(21.4)	(21.4)	0.0	(17.6)		(17.6)	(17.6)	0.0
	220.7	463.1	21.8	705.6	220.7	457.1	677.8	27.8	643.1	23.0	666.1	627.2	38.9
Challenge Program Partners		29.1		29.1		29.1	29.1	-	29.9		29.9	29.9	
	220.7	492.2	21.8	734.7	220.7	486.2	706.9	27.8	673.0	23.0	696.0	657.1	38.9

Figure 4 : Analysis of Center Revenue between CRP, non CRP and other

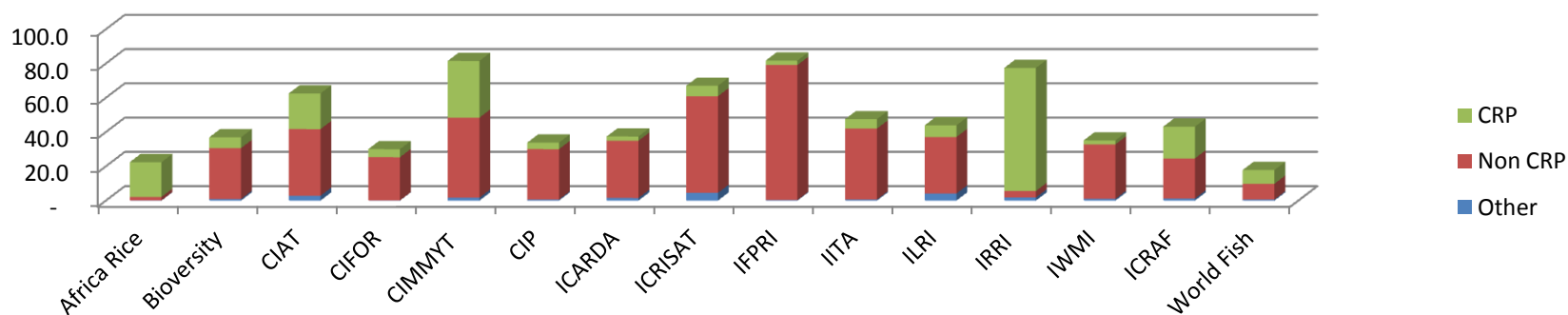


Table 5 and Figure 4 above show the proportion of revenue that is spent on CRPs; since not all of the CRPs are yet operational, the level of involvement in CRP work is variable; but it can be seen that every Center has some degree of involvement in the vanguard CRPs. Table 6 below shows the involvement of each of the Centers in the CRPs launched in 2011.

Table 6: CRPs

\$ (millions)

	Aquatic Systems W3 &			Maize W3 &			Rice W3 &			Forests W3 &			CCAFS W3 &			Genebanks W3 &			TOTAL W3 &		
	W1/2	Bilateral	Total	W1/2	Bilateral	Total	W1/2	Bilateral	Total	W1/2	Bilateral	Total	W1/2	Bilateral	Total	W1/2	Bilateral	Total	W1/2	Bilateral	Total
Africa Rice			-			-	8.2	11.4	19.6			-		0.3	0.3	0.3		0.3	8.5	11.7	20.2
Bioversity			-			-			-	1.9		1.9	3.6		3.6	0.8		0.8	6.3	-	6.3
CIAT			-			-	4.3	2.4	6.7			-	6.0	5.5	11.5	2.1	0.4	2.5	12.4	8.3	20.7
CIFOR			-			-			-	4.6	8.3	12.9	0.1		0.1			-	4.7	8.3	13.0
CIMMYT			-	2.7	22.6	25.3			-			-	4.2	1.3	5.5	0.8	1.6	2.4	7.7	25.5	33.2
CIP			-			-			-			-	0.8		0.8	2.8		2.8	3.6	-	3.6
ICARDA			-			-			-			-	1.5		1.5	1.0		1.0	2.5	-	2.5
ICRISAT			-			-			-			-	2.1	1.8	3.9	2.2		2.2	4.3	1.8	6.1
IFPRI			-			-			-			-	0.5	2.1	2.6			-	0.5	2.1	2.6
IITA			-	0.7	2.9	3.6			-			-	0.8	0.2	1.0	0.9		0.9	2.4	3.1	5.5
ILRI			-			-			-			-	4.2	1.8	6.0			-	4.2	1.8	6.0
IRRI			-			-	22.0	48.3	70.3			-	0.2	0.1	0.3	1.1		1.1	23.3	48.4	71.7
IMWI	0.1		0.1			-			-			-	2.2	0.5	2.7			-	2.3	0.5	2.8
WAF			-			-			-	4.6	6.3	10.9	4.8	2.8	7.6			-	9.4	9.1	18.5
Wfish	2.5	3.5	6.0			-			-			-	0.4	1.6	2.0			-	2.9	5.1	8.0
	2.6	3.5	6.1	3.4	25.5	28.9	34.5	62.1	96.6	11.1	14.6	25.7	31.4	18.0	49.4	12.0	2.0	14.0	95.0	125.7	220.7

Table 7: Summary of Challenge Programs

\$ (million)

Funds Available	Harvest Plus	Generation	SSA	W&F	Total
Australia				3.1	3.1
BMGF	8.3	5.0			13.3
Canada	6.2				6.2
European Commission		0.5		0.8	1.3
European Commission A/R		5.0			5.0
IFAD				0.1	0.1
Italy			0.5		0.5
Pioneer Foundation		0.0			0.0
Sweden	0.1	0.1		0.3	0.6
Switzerland		0.5		1.4	1.9
Syngenta	1.0	0.3			1.3
UK	15.4				15.4
USA	1.6	0.4			2.0
WFP	0.2				0.2
Zinc Project Grou]	0.3				0.3
CGIAR Fund		4.7		5.0	9.8
Other	0.0				0.0
Earned Income	0.2	0.0		0.0	0.3
	33.5	16.6	0.5	10.8	61.3

Disbursements	Harvest Plus		Generation		SSA		W&F		Total	
	Center	Others	Center	Others	Center	Others	Center	Others	Center	Others
Africa Rice			0.8						0.8	
Bioversity			0.3						0.3	
CIAT	1.2		0.8				0.3		2.3	
CIFOR									-	
CIMMYT	2.3		0.7						3.0	
CIP	0.3								0.3	
ICARDA	0.1		0.0						0.1	
ICRISAT	0.9		2.5				0.2		3.6	
IFRPRI	4.3						0.2		4.5	
IITA	1.3		0.2						1.5	
ILRI			0.0				1.1		1.2	
IRRI	1.1		1.4				1.2		3.7	
IWMI							1.1		1.1	
World Agroforestry									-	
World Fish							0.3		0.3	
Subtotal	11.6	10.3	6.8	10.4	-	1.2	4.4	7.5	22.7	29.3
		21.8		17.2		1.2		11.8		52.0
2011 Net movement		11.6		(0.6)		(0.7)		(1.0)		9.3
2010 b/f Balance		39.0		11.7		2.3		3.3		56.3
2011 c/f Balance		50.6		11.1		1.6		2.3		65.6

In previous years, the Challenge Program funding has been allocated to donors based on rate of spending; from 2011, in order to be consistent with the treatment of CGIAR co-mingled funds, Challenge Program funding is disclosed separately, and treated itself as a donor.

The above figures are disbursements. Amounts reported for Centers (as per Annex 2 schedules) represent actual expenditure, and are therefore different to the above amounts .

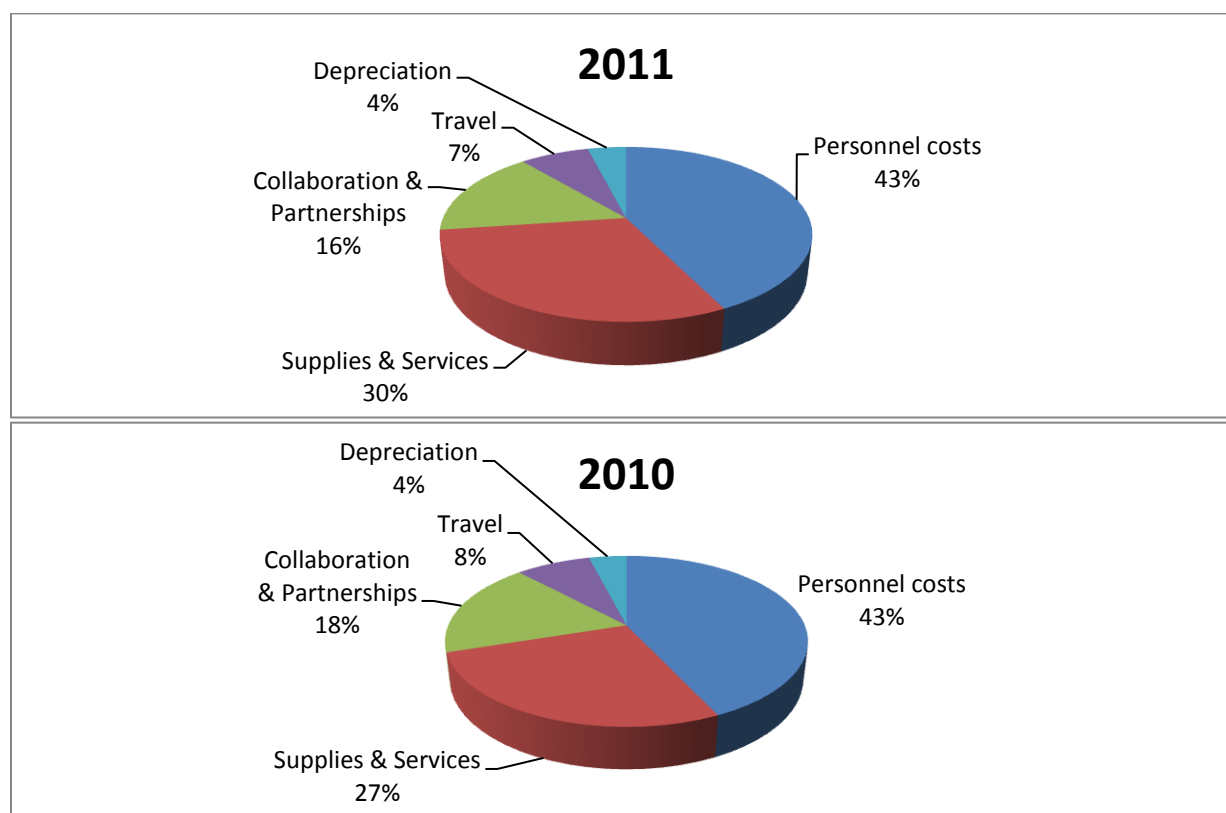
The CCAFS Challenge Program was absorbed in to the CCAFS CRP on 1st January 2011. Some legacy projects were concluded by Centers in 2011. Harvest Plus and Water & Food Challenge Programs will be absorbed by the CRP on Improved Nutrition & Health and Water, and the CRP on Land & Ecosystems

respectively. The Generation CP will continue to implement its exit strategy to 2014 , whilst the Sub Saharan African Program work will be continued within the CRP portfolio.

AGENDA RESOURCES

Spending on the 2011 research agenda amounted to \$707 million (including Challenge Programs), an increase of \$50 million or 7.6% over \$657 million in 2010.

Figure 5: Expenditure by cost category



By Object of Expenditure

As shown in Figure 5, the pattern of expenditure by object did not change significantly from 2010, with personnel cost maintaining the largest share at 43%.

Annex Table A3.2 provides detailed Center-level information on object of expenditure.

Annex Table 3.3 shows expenditure by geographic region.

Annex Table A3.4 presents data on CGIAR staffing from 2007 to 2011.

CGIAR Expenditure Over 40 Years

Annex Table 5.1 shows expenditure cumulated for the last 40 years, by Center, by region and by object of expense.

FINANCIAL POSITION

The aggregations of 2007-2011 Center data, shown in Table 5 and elaborated below, reflect the financial position of the CGIAR System as a whole. Annex Table A4.1 provides details by Center as of December 31, 2011.

The CGIAR as a whole remains in a strong financial position.

Table 8: CGIAR System Financial Position

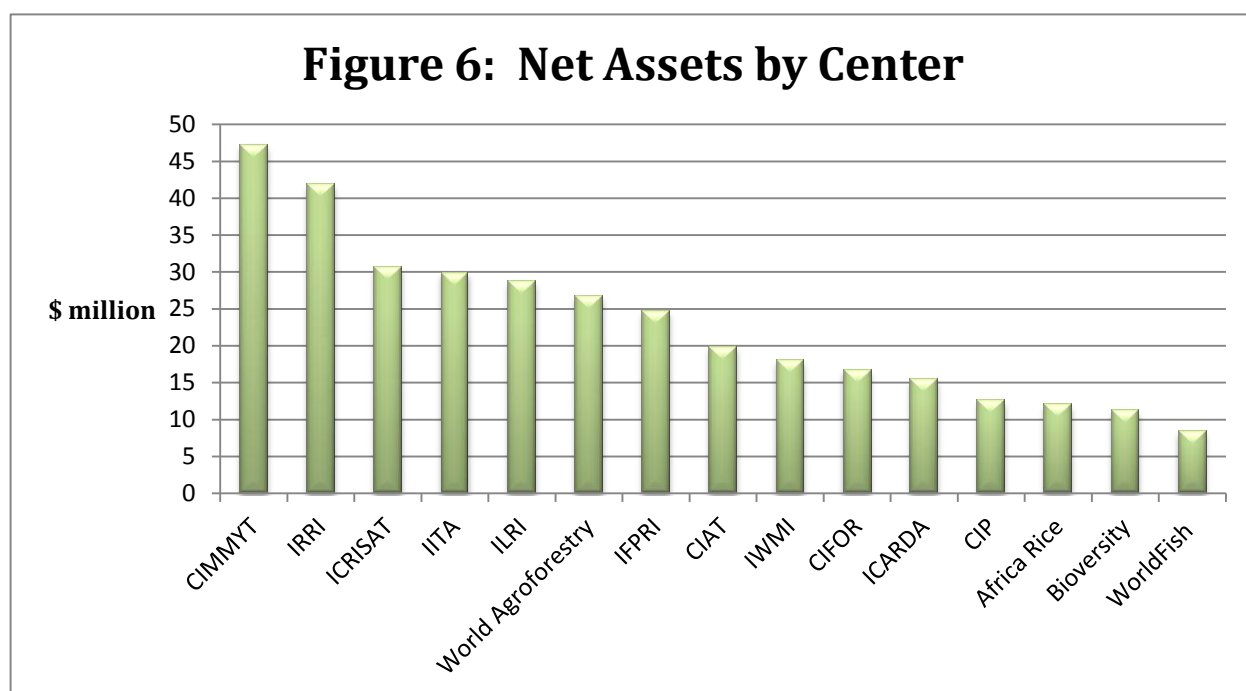
(\$ millions)

	2007	2008	2009	2010	2011
Assets					
Current assets					
Cash and cash equivalents	329	360	480	558	626
Accounts receivable					
Donors	65	80	69	126	115
Employees	4	3	4	4	4
Others	27	27	31	27	37
Inventories	6	6	5	5	5
Pre-paid expenses	4	4	4	5	5
Other current assets	2	2	2	3	4
Total current assets	436	483	595	728	797
Non-current assets					
Net property, plant, and equipment	76	79	76	81	84
Investments	53	61	80	92	125
Others assets	7	2	4	3	5
Total non-current assets	136	142	160	176	214
Total assets	572	625	755	905	1,011
Liabilities and net assets					
Current liabilities					
Accounts payable					
Donors	173	197	231	212	261
Employees	20	18	20	19	19
Others	63	86	136	263	288
Accruals and provisions	31	33	40	39	43
Total current liabilities	286	334	426	533	611
Long-term liabilities	48	46	52	55	58
Total liabilities	334	380	478	589	668
Net assets					
Unrestricted					
Unrestricted net assets excl fixed assets	159	165	199	233	257
Fixed assets	76	79	76	81	84
Unrestricted net assets	235	243	275	314	341
Restricted	2	2	2	2	2
Total net assets	237	245	277	316	343
Total liabilities and net assets	572	625	755	905	1,011

Net Assets

Net assets are the residual interest in an entity's assets after all liabilities have been deducted. Hence, net assets in not-for-profit organizations are equivalent to "shareholder's equity" in for-profit organizations. In the CGIAR, net assets arise mainly from the annual surplus of unrestricted funding over unrestricted expenditure.

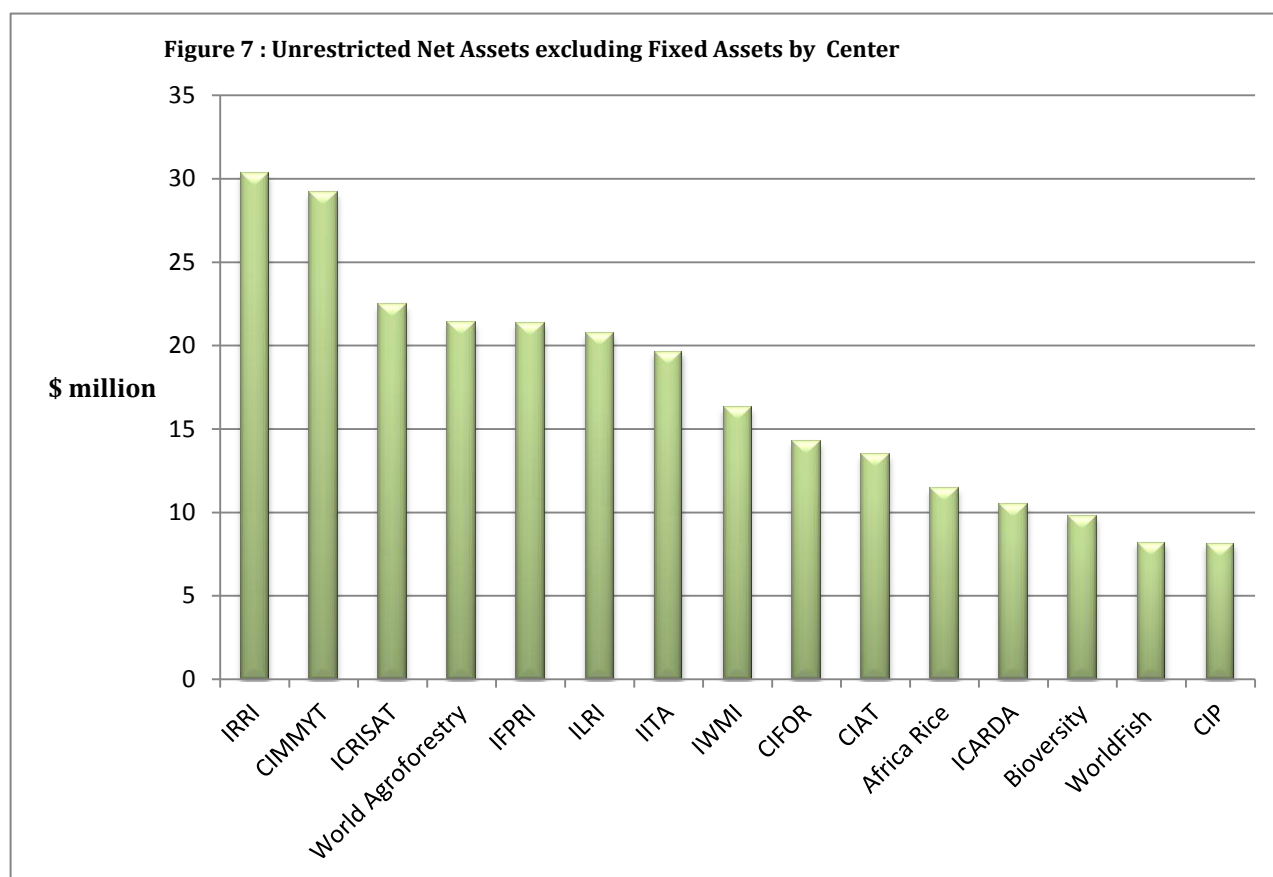
In 2011, total net assets increased by \$27 million, the result of an increase of \$106 million in total assets offset by an increase of \$79 million in total liabilities. The level of net assets for each Center is shown in Figure 6.



Unrestricted Net Assets

As explained above, net assets in the CGIAR are mainly in the unrestricted category. Unrestricted net assets excluding net fixed assets indicate the financial capacity of an organization to adjust to unplanned changes in revenue or expenditure.

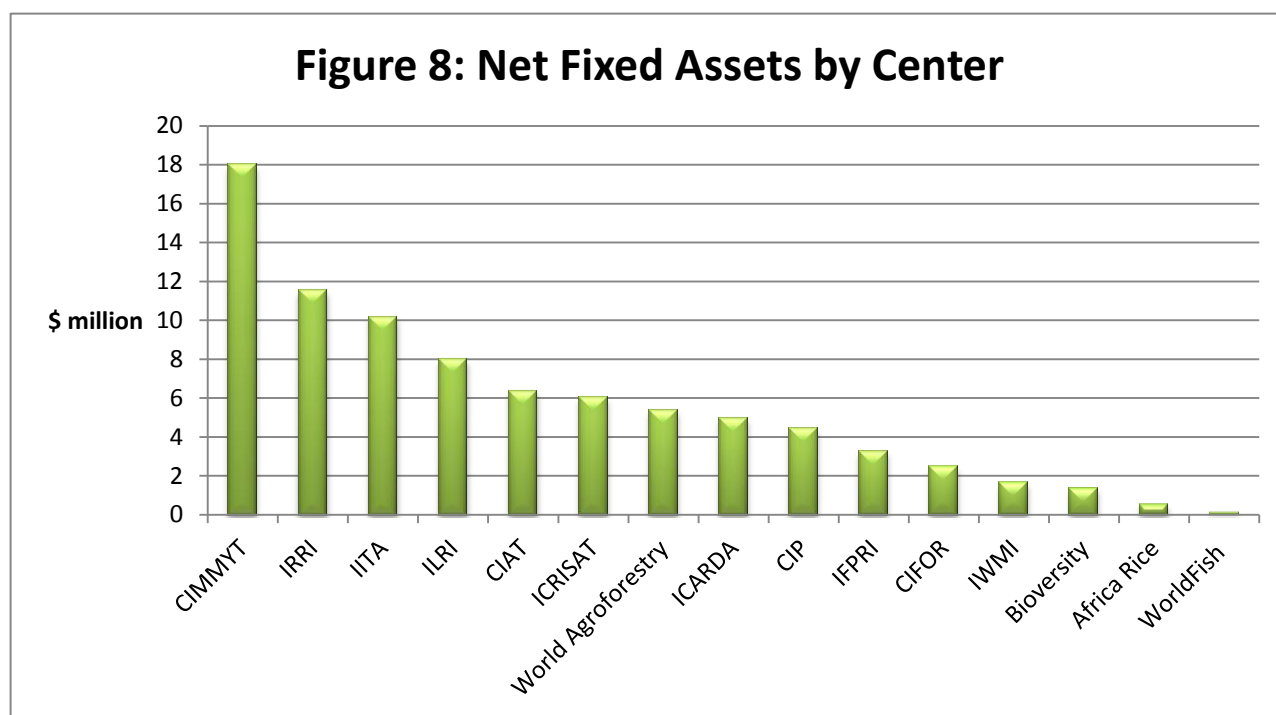
Unrestricted net assets excluding net fixed assets increased by \$24 million; from \$233 million in 2010 to \$257 million in 2011. When expressed in terms of percentage of revenue, they remained constant at 35% for the two years. Figure 7 indicates the total of unrestricted net assets excluding net fixed assets by Center.



Net Fixed Assets

Many centers have substantial investments in their infrastructure, and the costs of these fixed assets forms part of designated net assets, in accordance with CGIAR Financial Guidelines.⁵ Centers aim to keep their physical research facilities at international standards suitable for conducting cutting-edge research, and there is a constant need for adequate resources for their maintenance and updating and replacement.

The net value of these investments amounted to \$84 million in 2011, an increase from \$81 million in 2010. There is a fairly stable pattern within the CGIAR centers where the annual capital investment broadly corresponds to the annual depreciation cost. However, in 2011, reflecting the overall caution in the current economic downturn, capital expenditure was \$6 million lower than the annual depreciation charge of \$28 million. Annex Table A4.2 indicates capital expenditure by Center for 2007-2011. Figure 8 illustrates the 2011 year-end levels of net fixed assets for all the Centers.



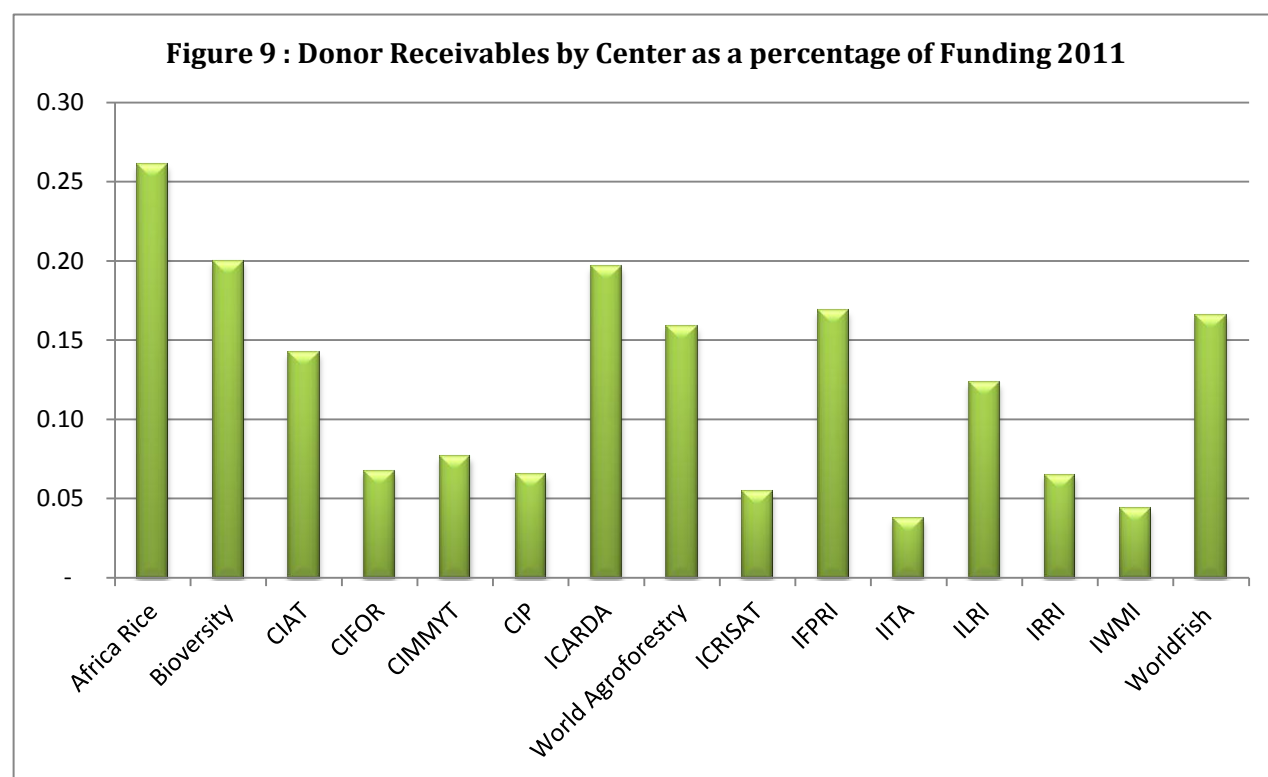
⁵ In the accounting guidelines (revised in February 2006) unrestricted net assets are further divided into undesignated and designated net assets.

Liquidity

Liquidity is an organization's ability to meet its short-term spending requirements. Two primary indicators of liquidity are "current ratio" and "working capital". Current ratio is current assets divided by current liabilities, represented as a number. This liquidity measure is comparable across organizations, regardless of their size, because it is a relative figure. Working capital expressed in terms of future spending requirements is useful for such purposes.

The Centers' liquidity levels hinges to some extent on the pattern of Members' disbursements, which occur throughout the calendar year. With regard to restricted grants, funding for these is usually made available in advance, so centers generally have positive cash flow in this area. With regard to unrestricted grants, there are some exceptions, but most members make disbursements in the later months of the year, or even the subsequent year.

At the end of 2011, about 11% (compared to 19% in 2010) of the value of 2011 funding was outstanding as accounts receivable from Members, which Figure 9 shows by Center as a percentage of their funding.



Current Ratio

The System-level current ratio in 2011 is 1.5 (1.5 in 2010) - the ratio is within the normative range, where as a general rule a current ratio above 1.5 is considered adequate. Figure 10 shows the evolution of the CGIAR current ratio from 2006.

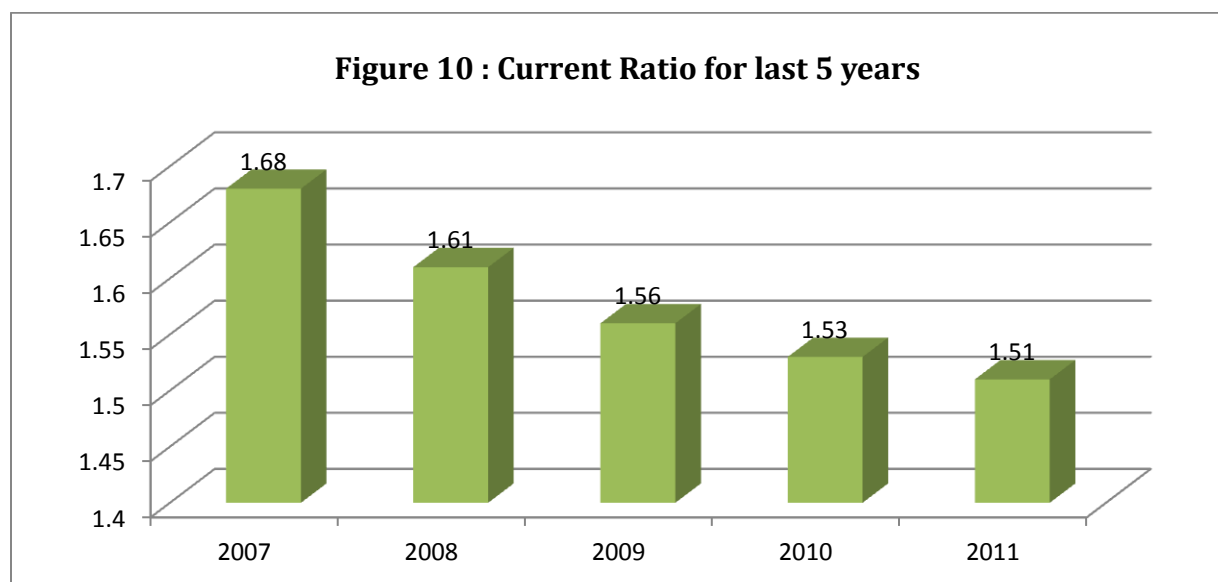
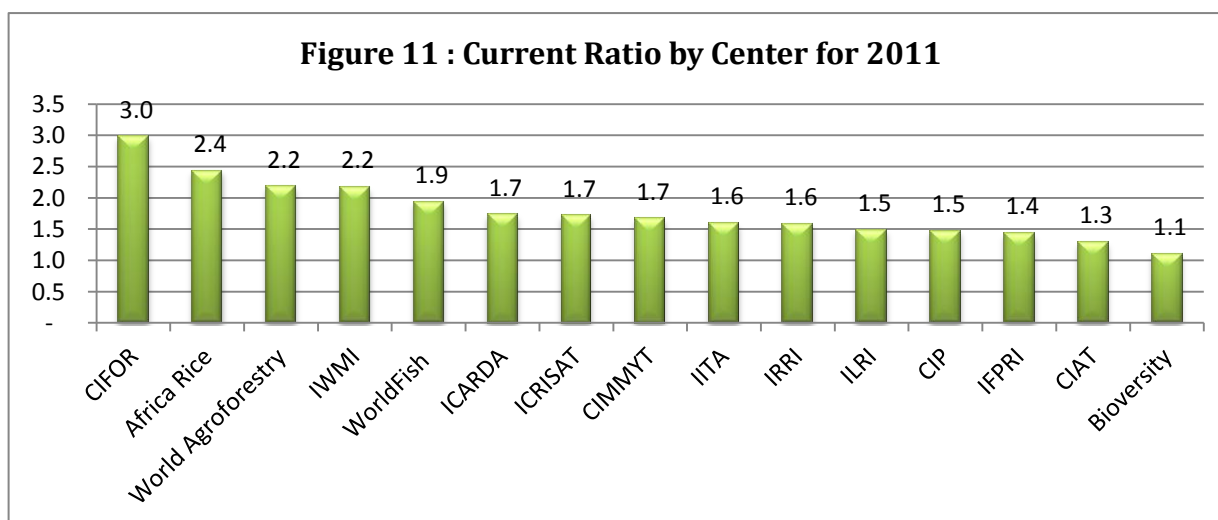


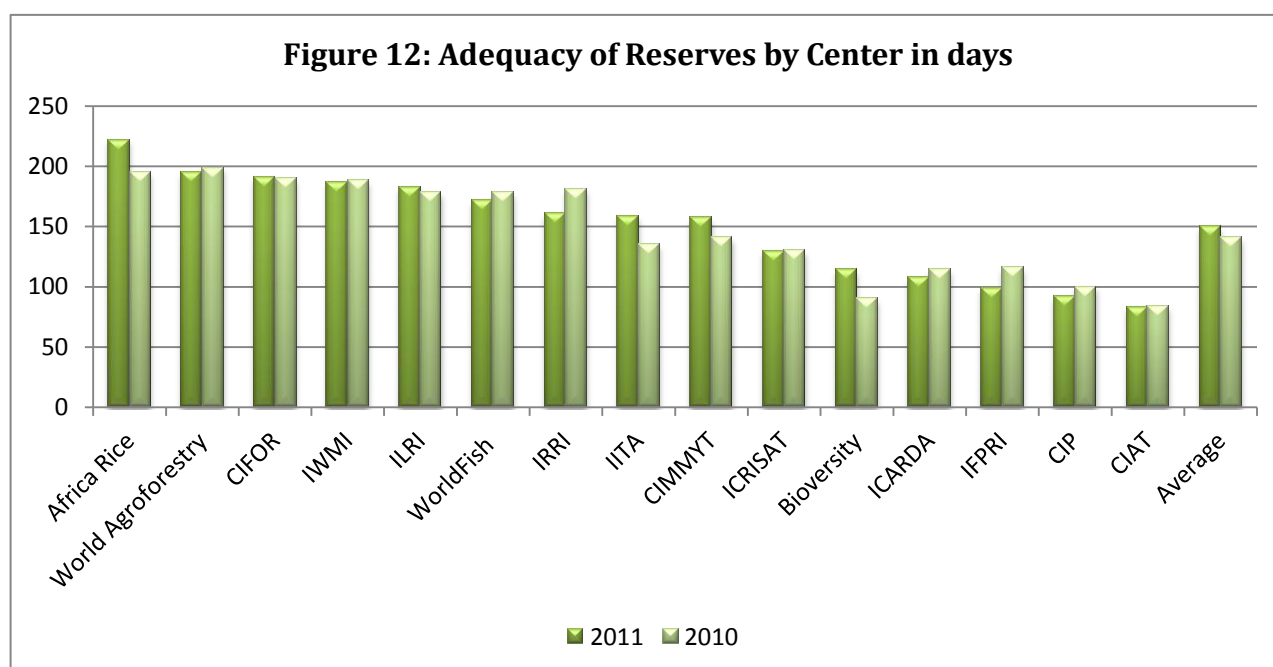
Figure 11 shows the current ratio by Center. At the end of 2011, three Centers had a current ratio below 1.5 as shown in Figure 15, which stems from later payments of unrestricted grants.



Adequacy of Reserve Indicator

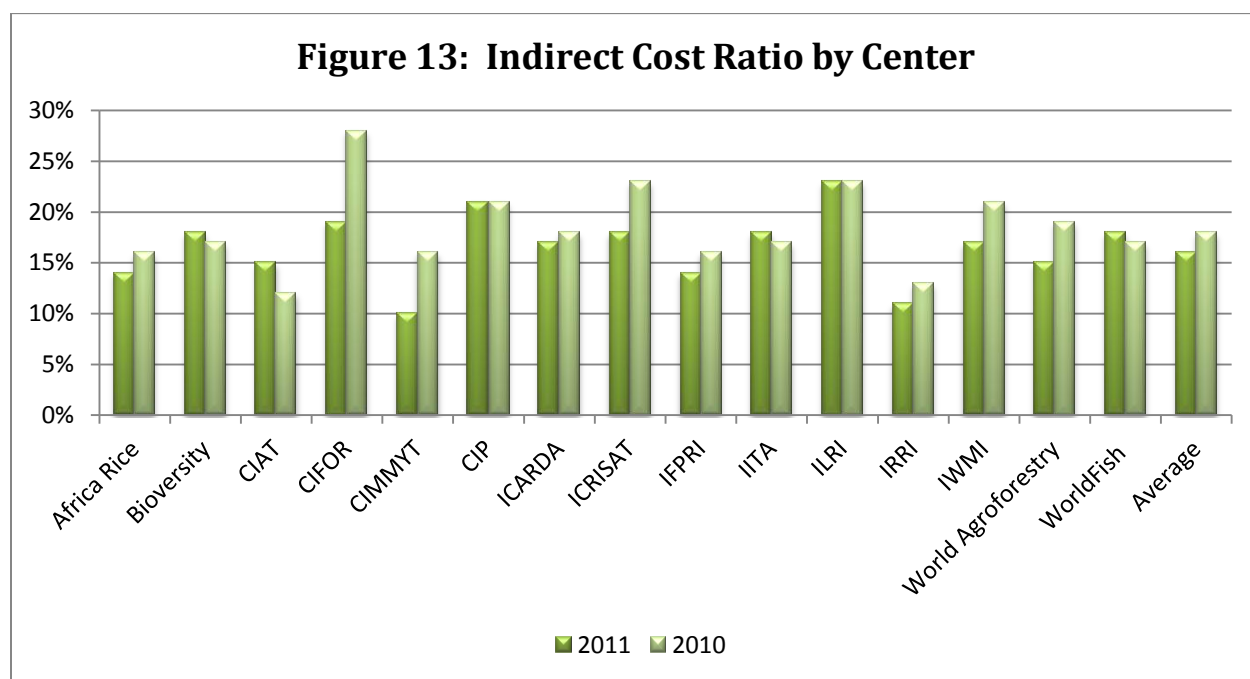
This indicator demonstrates capacity for continuity of operations, and is based on the residual of unrestricted net assets after taking investments in fixed assets into account. The target within the CGIAR is to have a level of the Adequacy of Reserves indicator of at least 75 days, and all Centers achieved this in 2011 and 2010.

Figure 12 compares the Adequacy of Reserves indicator expressed as Center expenditure requirements (excluding depreciation) in days in 2011 and 2010. The 2011 System average of 150 days of expenditure is 9 days higher than the 2010 system average of 141 days.



Indirect Cost Ratio

The indirect cost ratio indicator⁶, is the ratio of indirect costs to direct costs (indirect costs divided by direct costs). In 2011, the CGIAR's indirect cost ratio is an average of 16%, two percentage points lower than 2010.



⁶ required by the accounting guidelines (FG.5) to be computed and audited annually

Table A1.1 CGIAR Grant Income for the Approved Research Agenda
(\$ million)

	1972-2007	2008	2009	2010	2011	Total
CGIAR Fund (Windows 1 & 2) from Table 3					186	186
Challenge Programs					60	60
Window 3 and Bilateral Contributions by group of Donor:						
Europe						
Austria	33	3	2	2	3	43
Belgium	127	10	11	12	14	173
Denmark	188	4	6	6	0	205
European Commission	457	33	41	43	21	594
Finland	48	4	5	4	2	63
France	117	8	5	5	1	136
Germany	375	19	24	21	21	460
Ireland	38	9	10	11	6	75
Israel	2	0				2
Italy	140	8	6	4	1	159
Luxembourg	9	1	1	1	1	12
Netherlands	305	15	15	15	7	356
Norway	187	17	16	22	6	249
Portugal	3	1	0	1	0	5
Spain	28	2	3	2	1	36
Sweden	232	15	15	12	4	278
Switzerland	351	20	20	22	12	425
United Kingdom	465	45	42	49	3	604
Subtotal	3,104	213	220	233	103	3,874
North America						
Canada	467	34	42	40	7	591
United States of America	1,338	58	79	86	59	1,620
Subtotal	1,805	92	121	127	67	2,212
Pacific Rim						
Australia	172	10	13	22	29	246
Japan	602	12	16	16	13	660
Korea, Republic of	17	2	2	2	2	23
New Zealand	8	4	2	2	0	16
Subtotal	799	28	33	42	44	946
Developing countries						
Brazil	7	0	1	0	0	9
China	15	1	3	4	3	27
Colombia	26	1	1	1	2	30
Egypt, Arab Republic of	11	1	1	1	1	13
India	30	8	7	9	10	64
Indonesia	4	0	0	0	0	4
Iran, Islamic Republic of	20	1	1	0	1	22
Kenya	5	1	0	0	0	6
Libya					1	1
Malaysia	0		0	0	0	1
Mexico	16	1	1	4	16	38
Morocco	3			0	0	3
Nigeria	27	3	0	1	2	32
Pakistan	3	1	0	0		4
Peru	5	0	1	1	0	6
Philippines	9	0	1	1	1	12
Saudi Arabia	5					5
South Africa	7	1	1	0	0	8
Syria, Arab Republic of	4	1	1	1	1	7
Thailand	2	0	0	0	0	2
Turkey	3	1	0	0	1	4
Uganda	3	1	0	1	1	5
Subtotal	202	19	19	25	39	304
Foundations						
Bill & Melinda Gates Foundation				71	71	142
Ford Foundation	65	1	1	0	0	67
IDRC	55	4	4	3	3	68
Kellogg Foundation	7	1	0	0	0	8
Rockefeller Foundation	107	2	2	1	1	113
Syngenta Foundation	5	1	2	3	4	15
Subtotal	239	8	9	80	79	414
International and regional organizations						
ADB	58	2	3	2	3	69
AfDB	20	1	1	1	1	23
Arab Fund	24	1	1	2	2	31
FAO	13	5	6	5	5	33
Gulf Cooperation Council	1	1	1	0	1	4
IDB	173	1	2	1	0	177
IFAD	111	10	9	11	22	162
OPEC Fund	17	1	1	1	0	20
UNDP	162	1	2	1	0	166
UNEP	36	7	5	3	2	53
World Bank	1,096	50	50	50	5	1,251
Subtotal	1,711	78	80	77	41	1,987
Total	7,860	439	481	584	619	9,982
Others (analysis available on Annex 2.6)	319	92	125	90	94	719
Total	8,179	531	606	673	713	10,701

Table A1.2 CGIAR Grant Income for the Approved Research Agenda by Center
(\$ million)

Centers	1972-2007	2008	2009	2010	2011			Total
					Gross (per Center FS)	CRP amounts for CGIAR partners	Net Funding	
AfricaRice	197	13	22	22	22		22	265
Bioversity	430	37	36	40	36		36	578
CIAT	843	46	48	56	85	(26)	60	1,042
CIFOR	180	21	24	27	36	(7)	30	273
CIMMYT	865	41	49	59	80		80	1,078
CIP	506	27	33	34	33		33	625
ICARDA	589	30	32	39	36		36	715
ICRISAT	746	48	48	60	63		63	942
IFPRI	431	50	63	71	81		81	672
IITA	821	48	49	51	47		47	1,010
ILRI	788	40	55	41	39		39	957
IRRI	820	37	48	57	88	(12)	76	1,014
ISNAR	157							157
IWMI	216	26	28	30	34		34	328
World Agroforestry	347	29	34	40	42		42	483
WorldFish	173	19	17	17	17		17	241
Total	8,111	513	584	643	740	(45)	696	10,380
System-level								
System-level activities	47	16	19	17	9		9	121
Advance/Unallocated Member funding/ Additional challenge Program funds	13	(1)	(1)					11
Subtotal	60	15	18	17	9	-	9	132
less Inter-Center activities	(33)	(16)	(20)	(18)	(21)		(21)	(119)
Total System Level	26	(0)	(2)	(0)	(12)	-	(12)	14
Total funding to the agreed agenda	8,137	513	582	643	728	(45)	684	10,393
plus Challenge Programs partners	43	18	24	30	29		29	161
Total CGIAR Program	8,180	531	606	673	757	(45)	713	10,555

Table A2.1 CGIAR Funding by Donor, 2011
(\$ million)

	Unrestricted	Restricted	Total
CGIAR Fund (Windows 1 & 2)	90.7	95.0	185.7
	90.7	95.0	185.7
Challenge Programs (Centers and Partners)		60.0	60.0
		60.0	60.0
Window 3 and Bilateral Contributions by group of Donor:			
Europe			
Austria	0.2	2.5	2.7
Belgium	10.1	3.7	13.8
Denmark	-	0.3	0.3
European Commission	-	20.9	20.9
Finland	1.3	1.1	2.4
France	-	0.8	0.8
Germany	5.0	16.3	21.3
Ireland	4.3	1.9	6.2
Italy	-	0.6	0.6
Luxembourg	-	0.8	0.8
Netherlands	1.7	5.0	6.7
Norway	-	6.4	6.4
Portugal	-	0.4	0.4
Spain	-	1.0	1.0
Sweden	-	3.7	3.7
Switzerland	3.2	8.9	12.1
United Kingdom	0.5	2.6	3.1
Subtotal	26.4	76.9	103.3
North America			
Canada	0.0	7.4	7.4
United States of America	-	59.9	59.9
Subtotal	0.0	67.3	67.3
Pacific Rim			
Australia	13.5	15.8	29.3
Japan	0.3	12.6	12.9
Korea, Republic of	-	1.5	1.5
New Zealand	-	0.4	0.4
Subtotal	13.8	30.3	44.0
Developing countries			
Brazil	-	0.2	0.2
China	0.7	2.4	3.1
Colombia	-	1.8	1.8
Egypt, Arab Republic of	0.3	0.3	0.6
India	0.3	9.9	10.2
Iran, Islamic Republic of	-	0.7	0.7
Kenya	-	0.2	0.2
Kuwait	-	0.4	0.4
Libya	-	0.8	0.8
Malaysia	-	0.1	0.1
Mexico	0.4	15.8	16.2
Morocco	-	0.3	0.3
Nigeria	0.6	1.0	1.6
Oman	-	0.1	0.1
Peru	-	0.4	0.4
Philippines	0.2	0.8	1.0
South Africa	-	0.1	0.1
Syria, Arab Republic of	0.5	-	0.5
Thailand	0.1	-	0.1
Turkey	-	0.6	0.6
Uganda	-	0.6	0.6
Vietnam	-	0.1	0.1
Subtotal	3.1	36.6	39.7
Foundations			
Bill & Melinda Gates Foundation	-	70.9	70.9
Ford Foundation	-	0.2	0.2
IDRC	-	2.5	2.5
Kellogg Foundation	-	0.2	0.2
Rockefeller Foundation	-	0.8	0.8
Syngenta Foundation	-	4.0	4.0
Subtotal	-	78.5	78.5
International and regional organizations			
ADB	-	3.1	3.1
AfDB	-	0.8	0.8
Arab Fund	-	1.9	1.9
FAO	1.4	2.7	4.1
Gulf Cooperation Council	-	0.9	0.9
IDB	-	0.5	0.5
IFAD	-	21.8	21.8
OPEC Fund	-	0.4	0.4
UNDP	-	0.2	0.2
UNEP	-	2.1	2.1
World Bank	-	4.8	4.8
Subtotal	1.4	39.2	40.6
Others (see A2.6 for analysis)	0.6	93.5	94.1
Grand Total	136	577	713

Table A2.2 CGIAR Modality of Funding by Donor, 2011
(\$ million)

	W1/2	W3	Bilateral	Total
CGIAR Fund (Windows 1 & 2) - Table 3	185.7			185.7
	185.7	-	-	185.7
Challenge Programs (Center Spend)			60.0	
			60.0	60.0
Window 3 and Bilateral Contributions by group of Donor:				
Europe				
Austria			2.7	2.7
Belgium			13.8	13.8
Denmark			0.3	0.3
European Commission			20.9	20.9
Finland		1.3	1.1	2.4
France			0.8	0.8
Germany			21.3	21.3
Ireland			6.2	6.2
Italy			0.6	0.6
Luxembourg		0.8		0.8
Netherlands			6.7	6.7
Norway			6.4	6.4
Portugal		0.2	0.2	0.4
Spain			1.0	1.0
Sweden			3.7	3.7
Switzerland		3.0	9.1	12.1
United Kingdom			3.1	3.1
Subtotal	-	5.3	97.9	103.3
North America				
Canada			7.4	7.4
United States of America		0.3	59.6	59.9
Subtotal		0.3	67.0	67.3
Pacific Rim				
Australia		6.8	22.4	29.3
Japan			12.9	12.9
Korea, Republic of			1.5	1.5
New Zealand			0.4	0.4
Subtotal		6.8	37.2	44.0
Developing countries				
Brazil			0.2	0.2
China		0.8	2.3	3.1
Colombia			1.8	1.8
Egypt, Arab Republic of			0.6	0.6
India			10.2	10.2
Iran, Islamic Republic of			0.7	0.7
Kenya			0.2	0.2
Kuwait			0.4	0.4
Libya			0.8	0.8
Malaysia			0.1	0.1
Mexico			16.2	16.2
Morocco			0.3	0.3
Nigeria		0.1	1.5	1.6
Oman			0.1	0.1
Peru			0.4	0.4
Philippines			1.0	1.0
South Africa			0.1	0.1
Syria, Arab Republic of			0.5	0.5
Thailand			0.1	0.1
Turkey		0.4	0.2	0.6
Uganda			0.6	0.6
Vietnam			0.1	0.1
Subtotal		1.3	38.4	39.6
Foundations				
Bill & Melinda Gates Foundation		2.3	68.6	70.9
Ford Foundation			0.2	0.2
IDRC			2.5	2.5
Kellogg Foundation			0.2	0.2
Rockefeller Foundation			0.8	0.8
Syngenta Foundation			4.0	4.0
Subtotal		2.3	76.2	78.5
International and regional organizations				
ADB			3.1	3.1
AfDB			0.8	0.8
Arab Fund			1.9	1.9
FAO			4.1	4.1
Gulf Cooperation Council			0.9	0.9
IDB			0.5	0.5
IFAD			21.8	21.8
OPEC Fund			0.4	0.4
UNDP			0.2	0.2
UNEP			2.1	2.1
World Bank			4.8	4.8
Subtotal		-	40.6	40.6
Others (see A2.6 for analysis)			94.1	94.1
Grand Total	186	16	511	713

Table A2.3 Unrestricted Funding to the Agreed Research Agenda by Donor Group by Center, 2011
(\$ million)

Members	AfricaRice	Bioversity	CIAT	CIFOR	CIMMYT	CIP	ICARDA	ICRISAT	IFPRI	IITA	ILRI	IRRI	IWMI	World Agroforestry	WorldFish	Systems Entities	TOTAL
CGIAR Fund (Windows 1 & 2)	-	7.2	3.0	5.3	3.1	4.9	5.2	6.4	13.5	8.8	12.4	-	7.5	2.9	2.8	7.5	90.7
Window 3 and Bilateral Contributions by group of Donor:																	
Europe																	
Austria							0.2										0.2
Belgium	0.8	1.5	1.8			2.0	0.7	0.7		1.7	0.2			0.8			10.1
Finland				0.3					0.3		0.3			0.3			1.3
Germany			0.6	0.3		0.3	0.4	0.7	0.7	0.6		0.6	0.3	0.3	0.2		5.0
Ireland		0.5				0.2		0.4	0.6	0.6	0.8		0.4	0.8			4.3
Netherlands							1.5									0.2	1.6
Switzerland						1.1	0.4	1.0							0.3	0.3	3.2
United Kingdom					0.5												0.5
Subtotal	0.8	2.0	2.5	0.6	0.5	3.6	3.2	2.7	1.7	2.9	1.3	0.6	0.7	2.3	0.5	0.5	26.2
North America																	
Canada	-		-		-		-		-		0.0		(0.0)		-		0.0
United States of America													(0.0)				(0.0)
Subtotal	-	-	-	-	-	-	-	-	-	-	0.0	-	(0.0)	-	-	-	0.0
Pacific Rim																	
Australia	0.5	0.5	0.5	0.5	1.9	0.5	0.5	1.3	1.3	0.5	0.5	1.9	1.3	0.5	1.2		13.5
Japan					0.3												0.3
Subtotal	0.5	0.5	0.5	0.5	2.2	0.5	0.5	1.3	1.3	0.5	0.5	1.9	1.3	0.5	1.2	-	13.8
Developing countries																	
China		0.1		0.0		0.1	0.0	0.1	0.1		0.1	0.1	0.0	0.0			0.7
Egypt, Arab Republic of															0.3		0.3
India		0.1					0.0		0.1		0.0		0.0		0.0		0.3
Mexico					0.4												0.4
Nigeria										0.6							0.6
Philippines		0.0			0.0	0.0		0.0				0.1		0.0	0.0		0.2
Syria, Arab Republic of							0.5										0.5
Thailand			0.0									0.1					0.1
Subtotal	-	0.3	0.0	0.0	0.4	0.1	0.5	0.1	0.2	0.6	0.1	0.3	0.1	0.0	0.3	-	3.2
International and Regional Organizations																	
FAO																1.4	1.4
Subtotal	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.4	1.4
Others	0.5			0.0		0.0								0.0		0.1	0.6
Total	1.8	9.7	6.0	6.4	5.8	9.1	9.0	10.3	16.4	12.3	14.3	2.5	9.4	5.7	4.6	9.4	135.8

Table A2.4 Restricted Funding to the Agreed Research Agenda by Donor Group by Center, 2011
(\$ million)

Members	Africa Rice	Bioversity	CIAT	CIFOR	CIMMYT	CIP	ICARDA	ICRISAT	IFPRI	IITA	ILRI	IRRI	IWMI	ICRAF	WorldFish	Challenge Partners	TOTAL
CGIAR Fund (Windows 1 & 2)																	
Total Window 1 & 2 Funding	8.5	6.3	38.1	11.2	7.7	3.6	2.5	4.2	0.5	2.4	4.2	35.7	2.5	9.4	2.9		139.8
less payments to other CGIAR centers			(25.6)	(6.5)								(12.3)			(0.1)		(44.6)
Net Funding from W1/2 to CRPs	8.5	6.3	12.5	4.7	7.7	3.6	2.5	4.2	0.5	2.4	4.2	23.3	2.5	9.4	2.8		95.2
Challenge Program	0.6	0.2	6.7			3.2	0.3	0.4	2.7	5.8	1.9	0.8	2.5	5.0		0.5	60.0
Window 3 and Bilateral Contributions by group of Donor:																	
Europe																	
Austria		0.7	0.4	0.4		0.1	0.3	0.2		0.3	0.1						2.5
Belgium		2.1									0.0			1.6			3.7
Denmark				0.1		0.0		0.0					0.1		0.1		0.3
European Commission	0.5	3.4	4.0	4.8	1.4	0.1	1.1	0.2	0.5	2.0	0.3	1.4	0.4	0.5	0.3		20.9
Finland		0.1		0.2		0.0								0.7			1.1
France			0.1	0.0					0.0	0.3		0.3	0.1				0.8
Germany	0.8	1.7	0.8	0.5	0.9	1.1	0.6	1.8	3.0	0.5	1.6	1.0	0.8		1.0		16.3
Ireland								0.4	0.5	0.1	(0.0)			0.8			1.9
Italy		0.0	0.1				0.3		0.1		0.0			(0.0)			0.6
Luxembourg		0.0				0.7											0.8
Netherlands		1.6		0.5			1.0	0.5		0.5			0.9	0.1			5.0
Norway				4.0					0.3	0.1			0.0	1.5	0.5		6.4
Portugal		0.1					0.1				0.0	0.1					0.4
Spain		0.2			0.3	0.5											1.0
Sweden							0.1		0.9	1.0	0.6		0.5	0.3	0.2		3.7
Switzerland		0.1	2.0	0.0	1.9	0.5		0.1	0.3	0.2	0.1	1.2	2.1	0.2	0.2		8.9
United Kingdom	0.0	0.1	0.5	0.5		0.0		0.4	0.4		0.4	0.1	0.2	(0.0)	0.1		2.6
Subtotal	1.3	10.0	7.9	11.1	4.6	3.1	3.5	3.6	6.1	5.0	3.2	4.1	5.0	5.8	2.4		76.7
North America																	
Canada	1.3	0.0	2.7	0.0	0.1	0.6	0.1			0.1	1.9	0.1	0.0	0.4	0.0		7.4
United States of America	(0.0)	0.1	0.4	0.9	5.9	3.5	3.1	5.2	21.4	7.9	1.9	4.9	1.6	1.4	1.7		59.9
Subtotal	1.2	0.1	3.1	0.9	6.0	4.1	3.2	5.2	21.4	8.0	3.9	5.0	1.6	1.8	1.8		67.3
Pacific Rim																	
Australia		0.3	0.4	1.6	4.1	0.4	3.5	0.4	0.5		0.1	3.2	0.5	0.0	0.7		15.8
Japan	3.3	0.2	0.6	0.3	1.0		0.5	0.0	0.7	0.4		5.2	0.4	0.1	0.1		12.6
Korea, Republic of		0.0		0.2	0.1	0.1	0.1				0.1	0.8			0.0		1.5
New Zealand						0.4											0.4
Subtotal	3.3	0.6	0.9	2.1	5.2	0.9	4.0	0.4	1.2	0.4	0.3	9.3	0.8	0.1	0.8		30.3
Developing countries																	
Brazil		0.0	0.0	0.0	0.0				0.1		0.0			0.0			0.2
China	0.7	0.0	0.1		0.1	0.0	0.0		0.1		0.1	1.4		0.0			2.4
Colombia			1.6		0.1	0.0								0.0			1.8
Egypt, Arab Republic of							0.3										0.3
India		0.0			0.4	0.1	1.2	7.6			0.1		0.3	0.0	0.1		9.9
Iran, Islamic Republic of			0.0		0.4		0.2					0.0					0.7
Kenya											0.0			0.2			0.2
Kuwait							0.4										0.4
Libya							0.8										0.8
Malaysia		0.1										0.0		0.0	0.0		0.1
Mexico					15.8												15.8
Morocco							0.3										0.3
Nigeria								0.0	0.2	0.7							1.0
Oman							0.1										0.1
Peru		0.0	0.0		0.1	0.2								0.1			0.4
Philippines						0.0		0.1				0.6					0.8
Turkey					0.4		0.2					0.0					0.6
Uganda		0.6															0.6
Vietnam												0.1					0.1
Subtotal	0.7	0.7	1.8	0.0	17.2	0.3	3.5	7.8	0.4	0.7	0.2	2.1	0.3	0.4	0.1		36.3
Foundations																	
Bill & Melinda Gates Foundation		0.2	5.3		12.8	5.1		12.5	8.2	2.4	0.1	19.0	2.3	3.1			70.9
Ford Foundation			0.1	0.1							0.0			0.0			0.2
IDRC		0.1	0.1	0.7			0.3	0.2	0.3		0.7		0.1	(0.0)			2.5
Kellogg Foundation								0.1		(0.0)		0.0					0.2
Rockefeller Foundation											0.0	0.4	0.4				0.8
Syngenta Foundation	0.5	0.0	0.1		2.2	0.0					0.9	0.2					4.0
Subtotal	0.5	0.3	5.5	0.8	15.1	5.1	0.3	12.8	8.5	2.4	1.7	19.6	2.9	3.1			78.5
International and regional organizations																	
ADB				0.4				0.3	0.7			1.5	0.0		0.0		3.0
AfDB	0.2									0.4			0.1				0.6
Arab Fund							1.9										1.9
FAO	0.0	0.3	0.0	0.0	0.3	0.3	0.4	0.3	0.2	0.2	0.0	0.1	0.1	0.3	0.2		2.7
Gulf Cooperation Council							0.9										0.9
IDB									0.5								0.5
IFAD	0.2	0.9	0.6		0.1	1.9	3.0	6.4	1.2	0.1	1.2	1.5	1.4	3.2	0.3		21.9
OPEC Fund			0.1		0.0	0.0	0.2				0.0		0.0		0.0		0.4
UNDP	0.1								0.0					0.1			0.2
UNEP		1.9						0.0					0.0	0.0	0.0		2.1
World Bank		0.5	0.3	0.1	0.3				2.0	0.1	0.7	0.1	0.2	0.6	0.1		4.8
Subtotal	0.5	3.6	1.0	0.5	0.6	2.2	6.4	7.1	4.6	0.8	1.9	3.2	1.9	4.2	0.6		39.1
Others (analysis on Table A2.5)	2.1	4.3	12.9	4.1	9.6	3.8	3.9	5.1	15.5	7.9	6.4	4.6	2.0	9.1	2.3		93.5
	18.7	26.0	52.4	24.2	69.2	23.5	27.6	48.9	64.0	29.5	22.5	73.7	21.9	34.0	11.3	29.4	577.5

Table A2.5 Breakdown of Other Donors 2011
(\$ million)

Members	Africa Rice	Bioversity	CIAT	CIFOR	CIMMYT	CIP	ICARDA	ICRISAT	IFPRI	IITA	ILRI	IRRI	IWMI	ICRAF	WorldFish	Systems Entities	TOTAL
CGIAR Fund legacy programs							0.4								0.0		0.4
Developing countries other	0.5								0.1					0.2	0.2		1.0
Europe other						0.1											0.1
Pacific Rim other					1.4			0.3			1.0			0.2			2.9
Foundations other		0.3	0.6	0.1	2.1	0.2	1.2	1.4		0.6	0.1		0.1	0.4	0.3		7.4
International and Regional Organisation	1.1	3.8	5.6	3.1	1.5	2.6	0.9	1.6	10.0	2.8	2.8	0.8	1.0	2.2	0.3		40.1
Multi donor projects	0.9								2.0			0.4		3.6			6.9
Universities and other Academic Institut	0.1	0.1	3.1	0.2	3.0	0.1	0.8	0.8	2.0	2.9	1.6	1.2	0.3	1.3	0.2		17.7
Private Sector			2.3		0.7	0.6	0.4	0.9	0.3	0.7		1.1		0.8	0.2		8.0
Other small donations		0.1	1.3	0.7	0.9	0.2	0.2	0.1	1.1	0.9	0.9	1.1	0.6	0.4	1.1	0.1	9.7
Total Other	2.6	4.3	12.9	4.1	9.6	3.8	3.9	5.1	15.5	7.9	6.4	4.6	2.0	9.1	2.3	0.1	94.1

of which \$0.6 is unrestricted (\$0.5 From Developing Countries other to Africa Rice, and £0.1 from Others to Systems Entities)

Remaining \$93.5m is restricted

Table A3.1 CGIAR Expenditure by Center¹
(\$ million)

	2007	2008	2009	2010	2011
AfricaRice	10.3	10.9	19.8	20.3	21.2
Bioversity	37.6	37.9	36.3	38.5	36.2
CIAT	48.9	47.3	47.0	56.1	86.6
CIFOR	16.9	20.6	22.7	24.9	34.5
CIMMYT	43.9	41.7	44.3	56.0	72.8
CIP	26.1	27.6	31.8	33.0	33.7
ICARDA	27.1	32.0	32.5	38.3	37.0
ICRISAT	37.8	47.9	49.9	61.2	65.3
IFPRI	45.7	48.3	58.4	66.6	79.5
IITA	44.7	51.0	51.3	52.0	46.7
ILRI	40.6	42.6	57.3	43.3	42.7
IRRI	37.7	41.4	50.1	57.2	86.3
IWMI	24.0	25.2	25.7	26.9	32.4
World Agroforestry	30.4	28.3	34.9	36.9	41.9
WorldFish	17.3	20.8	17.9	16.2	17.5
Agreed agenda	489	524	580	627	734
System level					
System Level Activities	10.3	16.1	18.9	17.4	9.4
<i>less</i> Inter-Center CRP Activities					(44.6)
<i>less</i> Inter-Center Activities	(10.2)	(15.8)	(20.3)	(17.6)	(21.4)
Subtotal System Level	0.1	0.3	(1.4)	(0.1)	(56.6)
Total	489	524	579	627	678
<i>plus</i> Challenge Programs Partners	16.5	18.3	24.5	29.9	29.3
Total CGIAR Program	506	542	603	657	707

¹ All expenditure in the following tables has been adjusted to exclude inter-Center payments for CRP and other services

Table A3.2 Centers' Research Agenda Expenditure by Object, 2011
(\$ million)

	Collaboration - CGIAR						
	Total	Personnel	Supplies	Centers	Collaboration - Others	Travel	Depreciation
AfricaRice	21.3	7.7	6.1		3.7	1.5	2.3
Bioversity	36.2	20.0	7.7		6.8	1.4	0.3
CIAT	59.2	28.7	12.1		11.7	4.5	2.2
CIFOR	28.0	12.1	7.3		5.8	2.1	0.7
CIMMYT	72.8	26.2	23.6		14.4	3.8	4.8
CIP	33.7	15.6	9.3		5.2	2.1	1.5
ICARDA	37.0	14.9	10.9		5.5	4.0	1.7
ICRISAT	65.3	31.2	13.8		14.6	3.5	2.2
IFPRI	79.5	33.6	14.2		25.7	5.1	0.9
IITA	46.6	19.1	15.6		6.8	3.5	1.6
ILRI	43.0	20.7	14.6		3.1	3.0	1.6
IRRI	74.0	26.5	21.2		17.0	4.0	5.3
IWMI	32.5	14.9	8.6		4.7	3.6	0.7
World Agroforestry	41.9	17.2	11.9		5.3	5.8	1.7
WorldFish	17.4	8.9	4.8		1.4	2.2	0.1
Subtotal	688	297	182	-	132	50	28
System level							
System Level Activities	9.4						
less Inter-Center activities	(21.4)						
plus Challenge Programs Partners	29.3						
Total CGIAR Program	707						

	Total	Personnel	Supplies	Centers	Collaboration	Travel	Depreciation
AfricaRice	21.3	36%	29%	0%	17%	7%	11%
Bioversity	36.2	55%	21%	0%	19%	4%	1%
CIAT	59.2	48%	20%	0%	21%	8%	4%
CIFOR	28.0	43%	26%	0%	21%	8%	3%
CIMMYT	72.8	36%	32%	0%	20%	5%	7%
CIP	33.7	46%	28%	0%	15%	6%	4%
ICARDA	37.0	40%	29%	0%	15%	11%	5%
ICRISAT	65.3	48%	21%	0%	22%	5%	3%
IFPRI	79.5	42%	18%	0%	32%	6%	1%
IITA	46.6	41%	32%	0%	15%	8%	3%
ILRI	43.0	48%	33%	0%	7%	7%	4%
IRRI	74.0	36%	29%	0%	23%	5%	7%
IWMI	32.5	46%	26%	0%	14%	11%	2%
World Agroforestry	41.9	41%	28%	0%	13%	14%	4%
WorldFish	17.4	51%	28%	0%	8%	13%	1%
Total Center Level	688	43.00%	26.00%	0.00%	19.00%	7.00%	4.00%

Table A3.3 Centers' Research Agenda Expenditure by Region, 2011
(\$ million and percentages)

	SubSaharan		Asia		Latin America		CWANA ¹	
	\$	%	\$	%	\$	%	\$	%
AfricaRice	21.2	100%	21.2	0%		0%		0%
Bioversity	36.2	39%	14.1	36%	13.0	19%	6.9	6%
CIAT	59.3	54%	31.9	10%	5.9	36%	21.3	0%
CIFOR	28.0	5%	1.3	38%	10.6	24%	6.7	33%
CIMMYT	72.8	43%	31.3	20%	14.6	35%	25.5	2%
CIP	33.7	60%	19.9	17%	5.7	14%	4.7	10%
ICARDA	37.0	19%	7.0	16%	5.9	2%	0.7	63%
ICRISAT	65.3	53%	34.6	47%	30.7	0%		0%
IFPRI	79.5	50%	39.8	33%	26.2	13%	10.3	4%
IITA	46.7	100%	46.7	0%		0%		0%
ILRI	43.0	61%	26.2	22%	9.5	9%	3.9	8%
IRRI	74.0	7%	5.2	92%	68.1	1%	0.7	
IWMI	32.4	45%	14.6	40%	13.0	0%		15%
World Agroforestry	41.9	63%	26.0	31%	13.0	7%	2.9	0%
WorldFish	17.4	21%	3.6	71%	12.4	0%		8%
Subtotal	688	47%	323	34%	229	12%	84	8%

¹ Central and West Asia and North Africa

Table A3.4 Center's Staffing

	2007		2008		2009		2010		2011	
	International	Other	International	Other	International	Other	International	Other	International	Other
AfricaRice	45	197	47	237	56	249	58	270	59	255
Bioversity	71	187	71	187	70	180	60	156	60	198
CIAT	87	683	82	645	92	643	95	692	90	700
CIFOR	37	132	43	138	40	131	52	131	72	125
CIMMYT	72	534	77	521	85	521	101	542	143	468
CIP	59	473	59	456	64	483	62	520	71	518
ICARDA	95	413	93	426	93	432	91	515	96	528
ICRISAT	59	1,015	64	1,099	73	1,031	82	1,108	73	1,146
IFPRI	107	114	107	125	118	228	132	245	146	316
IITA	111	1,007	103	968	97	882	100	857	102	881
ILRI	92	680	83	617	110	573	102	546	103	482
IRRI	74	831	149	827	134	921	131	998	133	1,080
IWMI	95	235	86	178	91	174	97	185	106	196
World Agroforestry	49	235	50	259	72	259	78	307	77	317
WorldFish	43	250	49	221	43	215	37	209	42	201
Total	1,096	6,986	1,163	6,904	1,238	6,922	1,278	7,281	1,373	7,411

Table A4.1 Centers' Financial Position, December 31, 2011

(\$million)

	AfricaRice	Bioversity	CIAT	CIFOR	CIMMYT	CIP	ICARDA	ICRISAT	IFPRI	IITA	ILRI	IRRI	IWMI	World Agroforestry	WorldFish	TOTAL
Assets																
Current assets																
Cash and cash equivalents	12.2	159.3	31.9	21.7	70.1	22.9	28.0	15.4	42.5	47.9	53.1	43.0	30.6	34.3	13.1	626.2
Accounts receivable																
Donors	5.8	7.7	12.0	2.8	18.0	4.0	9.5	3.7	16.8	2.9	10.2	8.2	3.2	7.2	3.0	115.1
Employees	0.4		0.7	0.5		0.1	0.5	0.5		0.4	0.5	0.2	0.3	0.1	0.1	4.2
Others	0.3	0.7	5.8	1.0	3.0	0.7	1.7	7.1	3.0	0.5	6.4	2.5	0.7	3.8	0.5	37.5
Inventories	0.3		0.5		0.7	0.3	0.4	1.0		0.4	0.8	0.5	0.0	0.1		5.1
Prepaid expenses	0.4	0.3	0.1	0.4		0.4	0.6	0.5		0.4	0.5	0.1	0.2	0.7	0.2	5.0
Other current assets						2.5			0.7	0.1	1.0					4.3
Total current assets	19.5	168.0	51.0	26.5	91.8	31.0	40.8	28.2	62.9	52.5	72.5	54.4	35.1	46.2	16.9	797.3
Non-current assets																
Net property, plant and equipment	0.5	1.4	6.4	2.5	18.0	4.4	5.0	6.0	3.2	10.2	8.0	11.5	1.7	5.4	0.1	84.2
Investments			18.2			0.1		49.4	26.2			27.8		3.0		124.7
Other assets			0.1	1.8				3.3			0.0					5.1
Total non-current assets	0.5	1.4	24.7	4.3	18.0	4.5	5.0	58.7	29.4	10.2	8.0	39.3	1.7	8.4	0.1	214.1
Total assets	20.0	169.4	75.6	30.7	109.8	35.5	45.7	86.9	92.4	62.7	80.5	93.7	36.7	54.6	17.1	1,011.4
Liabilities and net assets																
Current liabilities																
Accounts payable																
Donors	2.8	7.9	14.7	5.4	40.4	15.3	12.6	23.0	20.8	20.4	37.6	31.9	11.4	12.4	4.6	261.0
In-trust Accounts																
Employees	0.6	1.4	0.1	0.4	0.5	0.2	2.6	1.8	2.4	4.6	1.8		1.4	0.9		18.8
Others	0.7	140.8	36.2	0.8	13.6	5.2	3.8	18.1	39.1	7.7	2.7	11.6	2.7	3.0	1.6	287.6
Accruals and provisions	3.9	1.8	2.6	2.3	0.6	0.4	4.5	2.4		0.2	6.4	8.4	0.7	6.3	2.6	43.1
Total current liabilities	8.0	151.9	53.6	8.9	55.1	21.1	23.5	45.3	62.3	32.9	48.6	51.9	16.2	22.6	8.8	610.5
Long-term liabilities																
Long-term loan																
Others		6.3	2.2	5.1	7.5	1.9	6.8	11.1	5.5		3.3		2.6	5.3		57.6
Total long-term liabilities		6.3	2.2	5.1	7.5	1.9	6.8	11.1	5.5		3.3		2.6	5.3		57.6
Total liabilities	8.0	158.2	55.8	14.0	62.6	23.0	30.3	56.3	67.8	32.9	51.9	51.9	18.8	27.9	8.8	668.1
Net assets																
Unrestricted																
Unrestricted net assets excluding fixed assets	11.5	9.8	13.5	14.2	29.2	8.1	10.5	22.4	21.4	19.6	20.7	30.3	16.3	21.4	8.2	256.9
Fixed assets	0.5	1.4	6.4	2.5	18.0	4.4	5.0	6.0	3.2	10.2	8.0	11.5	1.7	5.4	0.1	84.2
Unrestricted net assets	12.0	11.2	19.8	16.7	47.2	12.6	15.4	28.5	24.6	29.8	28.7	41.8	17.9	26.8	8.3	341.1
Restricted								2.1								2.1
Total net assets	12.0	11.2	19.8	16.7	47.2	12.6	15.4	30.6	24.6	29.8	28.7	41.8	17.9	26.8	8.3	343.3
Total liabilities and net assets	20.0	169.4	75.6	30.7	109.8	35.5	45.7	86.9	92.4	62.7	80.5	93.7	36.7	54.6	17.1	1,011.4

Table A4.2 Additions to Property, Plant and Equipment by Center
(\$ million)

	2007	2008	2009	2010	2011
AfricaRice	0.6	0.3	1.2	1.2	0.1
Bioversity	0.3	0.5	0.3	0.5	0.9
CIAT	1.0	2.7	2.6	2.6	2.8
CIFOR	0.6	0.4	0.7	0.7	0.1
CIMMYT	1.4	2.0	4.6	4.9	1.7
CIP	0.9	1.0	2.0	2.2	0.6
ICARDA	0.5	0.7	1.5	1.3	1.5
ICRISAT	1.0	1.1	3.1	2.8	4.5
IFPRI	2.5	0.4	1.2	0.6	0.3
IITA	1.0	1.3	2.3	5.3	0.6
ILRI	4.3	7.4	6.7	2.5	4.3
IRRI	3.6	2.0	3.2	4.6	1.8
IWMI	0.2	0.3	0.5	0.4	1.0
World Agroforestry	0.5	0.8	1.0	0.9	1.2
WorldFish	0.3	0.3	0.1	0.0	0.6
Total	18.7	21.2	30.9	30.4	22.0

Table A5.1 CGIAR Expenditure¹
(\$ million)

	1972-2007		2008		2009		2010		2011		TOTAL	
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
Center												
AfricaRice	243	3%	11	2%	20	3%	20	3%	21	3%	316	3%
Bioversity	448	5%	38	8%	36	6%	39	6%	36	5%	597	5%
CIAT	943	10%	47	9%	47	8%	56	9%	59	9%	1,152	10%
CIFOR	177	2%	21	4%	23	4%	25	4%	28	4%	273	2%
CIMMYT	976	11%	42	8%	44	8%	56	9%	73	11%	1,190	11%
CIP	563	6%	28	5%	32	5%	33	5%	34	5%	689	6%
ICARDA	659	7%	32	6%	33	6%	38	6%	37	5%	799	7%
ICRISAT	849	9%	48	9%	50	9%	61	10%	65	9%	1,073	9%
IFPRI	464	5%	48	9%	58	10%	67	11%	80	12%	717	5%
IITA	1,038	11%	51	10%	51	9%	52	8%	47	7%	1,239	11%
ILRI	853	9%	43	8%	57	10%	43	7%	43	6%	1,040	9%
IRRI	1,022	11%	41	8%	50	9%	57	9%	74	11%	1,245	11%
ISNAR ²	193	2%		0%		0%		0%		0%	193	2%
IWMI	229	2%	25	5%	26	4%	27	4%	32	5%	339	3%
World Agroforestry	355	4%	28	5%	35	6%	37	6%	42	6%	497	4%
WorldFish	180	2%	21	4%	18	3%	16	3%	17	2%	252	2%
Total	9,193	100%	524	100%	580	100%	627	100%	688	100%	11,612	100%
Region												
Sub-Saharan Africa	3,953	43%	246	47%	294	51%	313	50%	323	48%	5,129	43%
Asia	2,814	31%	160	31%	165	29%	181	30%	229	33%	3,549	31%
Latin America & the Caribbean	1,429	16%	63	12%	75	13%	82	13%	84	12%	1,732	15%
Central and West Asia & North Africa	997	11%	55	10%	47	7%	51	7%	52	7%	1,202	11%
Total	9,193	100%	524	100%	580	100%	627	100%	688	100%	11,612	100%
Object												
Personnel	4,661	51%	229	44%	245	42%	268	43%	296	43%	5,699	49%
Collaboration & partnership costs - Others	310	3%	86	16%	105	18%	112	18%	110	16%	724	6%
Supplies & services	2,933	32%	151	29%	156	27%	173	27%	206	30%	3,619	31%
Travel	651	7%	40	8%	41	7%	48	8%	48	7%	829	7%
Depreciation	637	6%	18	3%	33	6%	26	4%	28	4%	741	6%
Total	9,193	100%	524	100%	580	100%	627	100%	688	100%	11,612	100%

¹ This data is aggregated at the Center level.

² The International Service for National Agricultural Research (ISNAR) was subsumed in part under IFPRI after 2004.

Table A6.1 Africa Rice Program Highlights
(\$ million)

	2007	2008	2009	2010	2011
Revenues					
CRP Window 1/2					8.5
CRP Window 3 and Bi-lateral					11.7
Total CRP Revenue	-	-	-	-	20.2
Non-CRP Restricted	5.2	5.8	16.7	14.0	0.3
Unrestricted	5.0	6.8	5.6	8.3	1.8
Total non-CRP Revenue	10.2	12.6	22.3	22.3	2.1
	10.2	12.6	22.3	22.3	22.3
Other	0.2	0.3	0.1	0.1	0.1
Total Revenue	10.4	12.9	22.4	22.4	22.4
Object of Expenditure					
Personnel costs	53%	50%	32%	32%	36%
Supplies & Services	27%	27%	28%	34%	29%
Collaboration CGIAR					
Collaboration & Partnerships	8%	11%	29%	21%	17%
Travel	6%	6%	6%	7%	7%
Depreciation	6%	5%	5%	6%	11%
Total Expenditure	10.3	10.9	19.8	20.3	21.2
Results of Operations	0.1	2.0	2.6	2.1	1.2
Staffing					
Internationally recruited	45	47	56	58	59
Nationally recruited	197	237	249	270	255
Total	242	284	305	328	314
Indicators					
Working Capital	114	181	152	195	222
Current Ratio	1.6	2.0	1.8	2.5	2.4
Reserves expressed in working days	114	181	152	195	222
Fixed Assets					
Capital Expenditure (\$m)	0.6	0.3	1.2	1.2	2.3
Capital Expenditure/Depreciation	87%	53%	119%	101%	98%
Indirect/Direct cost ratio	33%	29%	15%	16%	14%

Table A6.2 Bioversity Program Highlights
(\$ million)

	2007	2008	2009	2010	2011
Revenues					
CRP Window 1/2					6.3
CRP Window 3 and Bi-lateral					
Total CRP Win 1/2 Revenue	-	-	-	-	6.3
Non-CRP Restricted	20.7	19.2	20.0	20.5	19.7
Unrestricted	18.3	17.8	15.7	19.0	10.0
Total non-CRP Win 1/2 Revenue	39.0	37.0	35.7	39.5	29.7
	39.0	37.0	35.7	39.5	36.0
Other	0.3	1.1	0.1	-	0.9
Total Revenue	39.3	38.1	35.8	39.5	36.9
Object of Expenditure					
Personnel costs	52%	57%	57%	53%	55%
Supplies & Services	25%	20%	20%	27%	21%
Collaboration CGIAR					
Collaboration & Partnerships	17%	17%	18%	15%	19%
Travel	5%	5%	4%	4%	4%
Depreciation	1%	1%	1%	1%	1%
Total Expenditure	37.6	37.9	36.3	38.5	36.2
Cash Expenditure	37.2	37.5	35.9	38.1	35.9
Results of Operations	1.7	0.2	- 0.5	1.0	0.7
Staffing					
Internationally recruited	71	71	70	60	60
Nationally recruited	187	187	180	156	198
Total	258	258	250	216	258
Indicators					
Working Capital	123	121	126	137	168
Current Ratio	1.4	1.2	1.2	1.1	1.1
Reserves expressed in working days	82	81	82	90	114
Fixed Assets					
Capital Expenditure (\$m)	0.3	0.5	0.3	0.5	0.3
Capital Expenditure/Depreciation	71%	87%	56%	93%	96%
Indirect/Direct cost ratio	19%	19%	20%	17%	18%

Table A6.3 CIAT Program Highlights
(\$ million)

	2007	2008	2009	2010	2011
CRP Window 3 and Bi-lateral					8.3
Total CRP Revenue	-	-	-	-	20.7
Non-CRP Restricted	31.6	33.8	34.1	39.8	32.8
Unrestricted	13.5	12.5	13.9	16.3	6.1
Total non-CRP Revenue	45.1	46.3	48.0	56.1	38.9
	45.1	46.3	48.0	56.1	59.6
Other	1.7	1.9	1.2	6.1	2.8
Total Revenue	46.8	48.2	49.2	62.2	62.4
Object of Expenditure					
Personnel costs	38%	42%	48%	48%	47%
Supplies & Services	36%	27%	19%	18%	20%
CGIAR Collaboration	0%	0%	0%	0%	3%
Collaboration & Partnerships	15%	19%	22%	24%	19%
Travel	7%	8%	6%	7%	7%
Depreciation	3%	4%	5%	3%	4%
Total Expenditure	48.9	47.3	47.0	56.1	61.0
Cash Expenditure	47.4	45.4	44.7	54.4	58.8
Results of Operations	- 2.1	0.9	2.2	6.1	1.4
Staffing					
Internationally recruited	87	82	92	95	90
Nationally recruited	683	645	643	692	700
Total	770	727	735	787	790
Indicators					
Working Capital	50	31	69	95	97
Current Ratio	1.2	1.1	1.3	1.4	1.0
Reserves expressed in working days	39	39	56	84	83
Fixed Assets					
Capital Expenditure (\$m)	1.0	2.7	2.6	2.6	3.0
Capital Expenditure/Depreciation	66%	135%	114%	140%	136%
Indirect/Direct cost ratio	20%	18%	12%	12%	15%

Table A6.4 CIFOR Program Highlights
(\$ million)

	2007	2008	2009	2010	2011
Revenues					
CRP Window 1/2					4.8
CRP Window 3 and Bi-lateral					8.3
Total CRP Revenue	-	-	-	-	13.1
Non-CRP Restricted	9.8	11.7	13.9	15.4	10.4
Unrestricted	8.4	9.6	9.7	11.6	6.4
Total non-CRP Revenue	18.2	21.3	23.6	27.0	16.8
	18.2	21.3	23.6	27.0	29.9
Other	0.6	0.6	0.3	0.1	0.1
Total Revenue	18.8	21.9	23.9	27.1	30.0
Object of Expenditure					
Personnel costs	49%	39%	42%	42%	43%
Supplies & Services	15%	23%	24%	27%	26%
CGIAR Collaboration					
Collaboration & Partnerships	29%	29%	24%	22%	21%
Travel	6%	8%	7%	7%	7%
Depreciation	2%	2%	3%	2%	3%
Total Expenditure	16.9	20.6	22.7	24.9	28.0
Results of Operations	1.9	1.3	1.2	2.2	2.0
Staffing					
Internationally recruited	37	43	40	52	72
Nationally recruited	132	138	131	131	125
Total	169	181	171	183	197
Indicators					
Working Capital	219	213	216	236	259
Current Ratio	2.2	2.5	1.7	2.1	3.0
Reserves expressed in working days	182	176	175	190	191
Fixed Assets					
Capital Expenditure (\$m)	0.6	0.4	0.7	0.7	1.1
Capital Expenditure/Depreciation	185%	129%	121%	129%	156%
Indirect/Direct cost ratio	20%	20%	29%	28%	19%

Table A6.5 CIMMYT Program Highlights
(\$ million)

	2007	2008	2009	2010	2011
Revenues					
CRP Window 1/2					7.7
CRP Window 3 and Bi-lateral					25.5
Total CRP Revenue	-	-	-	-	33.2
Non-CRP Restricted	29.9	29.8	38.1	43.5	40.5
Unrestricted	13.4	11.0	10.7	15.3	6.2
Total non-CRP Revenue	43.3	40.8	48.8	58.8	46.7
	43.3	40.8	48.8	58.8	79.9
Other	2.6	2.3	1.6	2.0	1.7
Total Revenue	45.9	43.1	50.4	60.8	81.6
Object of Expenditure					
Personnel costs	45%	42%	40%	37%	36%
Supplies & Services	29%	32%	29%	35%	32%
CGIAR Collaboration					
Collaboration & Partnerships	17%	16%	18%	17%	20%
Travel	5%	5%	6%	5%	5%
Depreciation	4%	5%	7%	6%	7%
Total Expenditure	43.9	41.7	44.3	56.0	72.8
Results of Operations	2.0	1.4	6.1	4.8	8.8
Staffing					
Internationally recruited	72	77	85	101	143
Nationally recruited	534	521	521	542	468
Total	606	598	606	643	611
Indicators					
Working Capital	142	165	217	192	197
Current Ratio	1.8	1.9	1.6	1.7	1.7
Reserves expressed in working days	91	106	153	141	157
Fixed Assets					
Capital Expenditure (\$m)	1.4	2.0	4.6	4.9	5.7
Capital Expenditure/Depreciation	80%	98%	154%	150%	117%
Indirect/Direct cost ratio	19%	19%	14%	16%	10%

Table A6.6 CIP Program Highlights
(\$ million)

	2007	2008	2009	2010	2011
Revenues					
CRP Window 1/2					3.7
CRP Window 3 and Bi-lateral					
Total CRP Revenue	-	-	-	-	3.7
Non-CRP Restricted	17.7	19.0	20.6	21.4	20.3
Unrestricted	8.3	8.5	12.1	12.1	9.2
Total non-CRP Revenue	26.0	27.5	32.7	33.5	29.5
	26.0	27.5	32.7	33.5	33.2
Other	0.8	0.5	0.6	0.6	0.6
Total Revenue	26.8	28.0	33.3	34.1	33.8
Object of Expenditure					
Personnel costs	40%	43%	40%	42%	46%
Supplies & Services	33%	31%	34%	32%	27%
CGIAR Collaboration					
Collaboration & Partnerships	15%	15%	13%	13%	15%
Travel	8%	8%	8%	8%	6%
Depreciation	4%	3%	5%	5%	5%
Total Expenditure	26.1	27.6	31.8	33.0	33.7
Results of Operations	0.7	0.4	1.5	1.1	0.1
Staffing					
Internationally recruited	59	59	64	62	71
Nationally recruited	473	456	483	520	518
Total	532	515	547	582	589
Indicators					
Working Capital	104	92	104	120	113
Current Ratio	1.5	1.4	1.4	1.5	1.5
Reserves expressed in working days	92	84	90	100	92
Fixed Assets					
Capital Expenditure (\$m)	0.9	1.0	2.0	2.2	1.6
Capital Expenditure/Depreciation	98%	134%	131%	121%	102%
Indirect/Direct cost ratio	12%	13%	14%	21%	21%

Table A6.7 ICARDA Program Highlights
(\$ million)

	2007	2008	2009	2010	2011
Revenues					
CRP Window 1/2					2.5
CRP Window 3 and Bi-lateral					
Total CRP Revenue	-	-	-	-	2.5
Non-CRP Restricted	17.2	19.3	19.4	25.9	23.9
Unrestricted	10.5	10.8	12.4	12.8	9.5
Total non-CRP Revenue	27.7	30.1	31.8	38.7	33.4
	27.7	30.1	31.8	38.7	35.9
Other	1.1	1.8	1.3	0.7	1.5
Total Revenue	28.8	31.9	33.1	39.4	37.4
Object of Expenditure					
Personnel costs	41%	38%	38%	34%	40%
Supplies & Services	35%	36%	34%	35%	29%
CGIAR Collaboration					
Collaboration & Partnerships	9%	10%	12%	12%	15%
Travel	10%	12%	12%	12%	11%
Depreciation	5%	5%	4%	7%	5%
Total Expenditure	27.1	32.0	32.5	38.3	37.0
Results of Operations	1.7	- 0.1	0.6	1.1	0.4
Staffing					
Internationally recruited	95	93	93	91	96
Nationally recruited	413	426	432	515	528
Total	508	519	525	606	624
Indicators					
Working Capital	200	205	163	151	178
Current Ratio	1.9	1.9	1.6	1.6	1.7
Reserves expressed in working days	149	124	121	114	108
Fixed Assets					
Capital Expenditure (\$m)	0.5	0.7	1.5	1.3	2.7
Capital Expenditure/Depreciation	36%	50%	113%	53%	160%
Indirect/Direct cost ratio	22%	21%	18%	18%	17%

Table A6.8 ICRISAT Program Highlights
(\$ million)

	2007	2008	2009	2010	2011
Revenues					
CRP Window 1/2					4.2
CRP Window 3 and Bi-lateral					1.8
Total CRP Revenue	-	-	-	-	6.0
Non-CRP Restricted	25.4	34.1	33.5	43.7	46.1
Unrestricted	12.0	13.9	14.3	16.2	10.4
Total non-CRP Revenue	37.4	48.0	47.8	59.9	56.5
	37.4	48.0	47.8	59.9	62.5
Other	4.9	2.6	4.2	4.8	4.5
Total Revenue	42.3	50.6	52.0	64.7	67.0
Object of Expenditure					
Personnel costs	49%	45%	47%	45%	48%
Supplies & Services	32%	29%	26%	23%	21%
CGIAR Collaboration					
Collaboration & Partnerships	6%	14%	15%	20%	22%
Travel	8%	8%	7%	7%	5%
Depreciation	5%	4%	5%	5%	3%
Total Expenditure	37.8	47.9	49.9	61.2	65.3
Results of Operations	4.5	2.7	2.1	3.5	1.7
Staffing					
Internationally recruited	59	64	73	82	73
Nationally recruited	1,015	1,099	1,031	1,108	1,146
Total	1,074	1,163	1,104	1,190	1,219
Indicators					
Working Capital	206	170	169	205	187
Current Ratio	1.7	1.9	1.6	1.8	0.6
Reserves expressed in working days	148	127	132	130	130
Fixed Assets					
Capital Expenditure (\$m)	1.0	1.1	3.1	2.8	2.8
Capital Expenditure/Depreciation	58%	51%	138%	98%	129%
Indirect/Direct cost ratio	23%	23%	23%	23%	18%

Table A6.9 IFPRI Program Highlights
(\$ million)

	2007	2008	2009	2010	2011
Revenues					
CRP Window 1/2					0.5
CRP Window 3 and Bi-lateral					2.1
Total CRP Revenue	-	-	-	-	2.6
Non-CRP Restricted	32.9	34.4	45.6	51.8	62.2
Unrestricted	13.5	15.5	16.9	19.1	16.6
Total non-CRP Revenue	46.4	49.9	62.5	70.9	78.8
	46.4	49.9	62.5	70.9	81.4
Other	1.7	0.4	0.6	- 0.4	0.3
Total Revenue	48.1	50.3	63.1	70.5	81.7
Object of Expenditure					
Personnel costs	42%	46%	44%	45%	42%
Supplies & Services	17%	15%	17%	18%	18%
CGIAR Collaboration					
Collaboration & Partnerships	30%	31%	31%	29%	32%
Travel	8%	7%	7%	7%	6%
Depreciation	2%	2%	1%	1%	1%
Total Expenditure	45.7	48.3	58.4	66.6	79.5
Results of Operations	2.4	2.0	4.7	3.9	2.2
Staffing					
Internationally recruited	107	107	118	132	
Nationally recruited	114	125	228	245	
Total	221	232	346	377	-
Indicators					
Working Capital	94	114	128	137	125
Current Ratio	1.4	1.4	1.4	1.4	1.0
Reserves expressed in working days	81	94	108	116	99
Fixed Assets					
Capital Expenditure (\$m)	2.5	0.4	1.2	0.6	1.6
Capital Expenditure/Depreciation	345%	50%	159%	75%	179%
Indirect/Direct cost ratio	16%	16%	17%	16%	14%

Table A6.10 IITA Program Highlights
(\$ million)

	2007	2008	2009	2010	2011
Revenues					
CRP Window 1/2					2.4
CRP Window 3 and Bi-lateral					3.1
Total CRP Revenue	-	-	-	-	5.5
Non-CRP Restricted	32.0	35.3	34.2	36.0	27.5
Unrestricted	13.1	13.1	14.7	15.4	13.8
Total non-CRP Revenue	45.1	48.4	48.9	51.4	41.3
	45.1	48.4	48.9	51.4	46.8
Other	1.7	2.9	3.8	0.8	0.6
Total Revenue	46.8	51.3	52.7	52.2	47.4
Object of Expenditure					
Personnel costs	43%	38%	39%	38%	41%
Supplies & Services	41%	33%	35%	35%	33%
CGIAR Collaboration					
Collaboration & Partnerships	17%	19%	16%	15%	14%
Travel	6%	7%	7%	8%	8%
Depreciation	3%	2%	3%	4%	3%
Total Expenditure	44.7	51.0	51.3	52.0	46.7
Cash Expenditure	43.4	50.0	49.8	49.9	45.1
Results of Operations	2.1	0.3	1.4	0.2	0.7
Staffing					
Internationally recruited	111	103	97	100	102
Nationally recruited	1,007	968	882	857	881
Total	1,118	1,071	979	957	983
Indicators					
Working Capital	175	158	161	135	159
Current Ratio	1.9	2.0	1.8	1.9	1.6
Reserves expressed in working days	175	158	161	135	159
Fixed Assets					
Capital Expenditure (\$m)	1.0	1.3	2.3	5.3	1.5
Capital Expenditure/Depreciation	76%	102%	168%	268%	94%
Indirect/Direct cost ratio	21%	20%	20%	17%	16%

Table A6.11 ILRI Program Highlights
(\$ million)

	2007	2008	2009	2010	2011
Revenues					
CRP Window 1/2					4.2
CRP Window 3 and Bi-lateral					1.8
Total CRP Revenue	-	-	-	-	6.0
Non-CRP Restricted	21.1	25.1	37.7	23.5	19.1
Unrestricted	14.1	14.8	17.0	17.7	14.4
Total non-CRP Revenue	35.2	39.9	54.7	41.2	33.5
	35.2	39.9	54.7	41.2	39.5
Other	3.8	4.2	3.8	3.3	4.1
Total Revenue	39.0	44.1	58.5	44.5	43.6
Object of Expenditure					
Personnel costs	44%	47%	34%	45%	48%
Supplies & Services	36%	35%	26%	34%	34%
CGIAR Collaboration					
Collaboration & Partnerships	10%	7%	11%	6%	7%
Travel	6%	7%	6%	7%	7%
Depreciation	4%	4%	23%	8%	4%
Total Expenditure	40.6	42.6	57.3	43.3	42.7
Cash Expenditure	39.0	40.9	44.1	39.8	41.1
Results of Operations	- 1.6	1.5	1.2	1.2	0.9
Staffing					
Internationally recruited	92	83	110	102	103
Nationally recruited	680	617	573	546	482
Total	772	700	683	648	585
Indicators					
Working Capital	144	117	172	202	213
Current Ratio	1.7	1.5	2.0	2.0	1.5
Reserves expressed in working days	130	90	151	178	184
Fixed Assets					
Capital Expenditure (\$m)	4.3	7.4	6.7	2.5	2.4
Capital Expenditure/Depreciation	260%	455%	50%	74%	149%
Indirect/Direct cost ratio	17%	16%	14%	23%	23%

Table A6.12 IRRI Program Highlights
(\$ million)

	2007	2008	2009	2010	2011
Revenues					
CRP Window 1/2					23.2
CRP Window 3 and Bi-lateral					48.4
Total CRP Revenue	-	-	-	-	71.6
Non-CRP Restricted	18.9	23.9	33.7	40.8	1.2
Unrestricted	13.6	13.5	14.4	15.9	2.9
Total non-CRP Revenue	32.5	37.4	48.1	56.7	4.1
	32.5	37.4	48.1	56.7	75.7
Other	2.3	0.3	1.8	1.7	1.8
Total Revenue	34.8	37.7	49.9	58.4	77.5
Object of Expenditure					
Personnel costs	41%	43%	39%	39%	36%
Supplies & Services	32%	32%	26%	25%	29%
CGIAR Collaboration					
Collaboration & Partnerships	13%	11%	21%	24%	23%
Travel	8%	8%	8%	6%	5%
Depreciation	6%	6%	6%	6%	7%
Total Expenditure	37.7	41.4	50.1	57.2	74.0
Cash Expenditure	35.4	38.9	47.1	53.8	68.7
Results of Operations	- 2.9	- 3.7	- 0.2	1.2	3.5
Staffing					
Internationally recruited	74	149	134	131	133
Nationally recruited	831	827	921	998	1,080
Total	905	976	1,055	1,129	1,213
Indicators					
Working Capital	309	260	206	181	161
Current Ratio	2.2	1.8	1.6	1.6	1.0
Reserves expressed in working days	309	260	206	181	161
Fixed Assets					
Capital Expenditure (\$m)	3.6	2.0	3.2	4.6	5.2
Capital Expenditure/Depreciation	158%	81%	103%	131%	97%
Indirect/Direct cost ratio	20%	17%	12%	13%	11%

Table A6.13 IWMI Program Highlights
(\$ million)

	2007	2008	2009	2010	2011
Revenues					
CRP Window 1/2					2.3
CRP Window 3 and Bi-lateral					0.5
Total CRP Revenue	-	-	-	-	2.8
Non-CRP Restricted	16.0	17.0	18.9	19.0	21.8
Unrestricted	7.5	9.1	9.3	11.2	9.5
Total non-CRP Grant Revenue	23.5	26.1	28.2	30.2	31.3
Total Grant Revenue	23.5	26.1	28.2	30.2	34.1
Other Income	0.6	0.7	0.5	0.6	1.0
Total Revenue	24.1	26.8	28.7	30.8	35.1
Object of Expenditure					
Personnel costs	49%	45%	47%	48%	46%
Supplies & Services	33%	37%	31%	26%	26%
CGIAR Collaboration					
Collaboration & Partnerships	7%	7%	11%	15%	14%
Travel	8%	8%	9%	9%	11%
Depreciation	3%	2%	2%	2%	2%
Total Expenditure	24.0	25.2	25.7	26.9	32.4
Cash Expenditure	23.3	24.7	25.2	26.4	31.7
Results of Operations	0.1	1.6	3.0	3.9	2.7
Staffing					
Internationally recruited	95	86	91	97	106
Nationally recruited	235	178	174	185	196
Total	330	264	265	282	302
Indicators					
Working Capital	114	132	170	219	217
Current Ratio	1.5	1.7	1.6	2.0	2.2
Reserves expressed in working days	77	104	140	188	187
Fixed Assets					
Capital Expenditure (\$m)	0.2	0.3	0.5	0.4	1.0
Capital Expenditure/Depreciation	30%	64%	91%	57%	143%
Indirect/Direct cost ratio	26%	26%	21%	21%	17%

Table A6.14 World AgroForestry Program Highlights
(\$ million)

	2007	2008	2009	2010	2011
Revenues					
CRP Window 1/2					9.4
CRP Window 3 and Bi-lateral					9.1
Total CRP Revenue	-	-	-	-	18.5
Non-CRP Restricted	21.7	17.6	21.1	26.0	17.7
Unrestricted	9.8	11.7	12.4	14.0	5.7
Total non-CRP Grant Revenue	31.5	29.3	33.5	40.0	23.4
Total Grant Revenue	31.5	29.3	33.5	40.0	41.9
Other Income	1.6	2.0	3.0	2.1	1.2
Total Revenue	33.1	31.3	36.5	42.1	43.1
Object of Expenditure					
Personnel costs	41%	42%	41%	43%	41%
Supplies & Services	30%	31%	38%	29%	28%
CGIAR Collaboration					
Collaboration & Partnerships	14%	12%	10%	11%	13%
Travel	12%	13%	9%	14%	14%
Depreciation	3%	3%	2%	3%	4%
Total Expenditure	30.4	28.3	34.9	36.9	41.9
Cash Expenditure	29.5	27.5	34.2	35.8	40.2
Results of Operations	2.7	3.0	1.6	5.2	1.2
Staffing					
Internationally recruited	49	50	72	78	77
Nationally recruited	235	259	259	307	317
Total	284	309	331	385	394
Indicators					
Working Capital	178	229	221	253	242
Current Ratio	2.0	2.3	1.9	2.3	2.0
Reserves expressed in working days	128	178	165	199	194
Fixed Assets					
Capital Expenditure (\$m)	0.5	0.8	1.0	0.9	1.8
Capital Expenditure/Depreciation	47%	84%	129%	95%	106%
Indirect/Direct cost ratio	22%	21%	21%	19%	15%

Table A6.15 World Fish Program Highlights
(\$ million)

	2007	2008	2009	2010	2011
Revenues					
CRP Window 1/2					2.9
CRP Window 3 and Bi-lateral					5.1
Total CRP Revenue	-	-	-	-	8.0
Non-CRP Restricted	9.4	11.0	10.6	9.1	4.3
Unrestricted	5.7	7.6	6.7	8.1	4.9
Total non-CRP Grant Revenue	15.1	18.6	17.3	17.2	9.2
Total Grant Revenue	15.1	18.6	17.3	17.2	17.2
Other Income	1.2	0.7	0.4	0.5	0.6
Total Revenue	16.2	19.3	17.7	17.7	17.8
Object of Expenditure					
Personnel costs	49%	45%	49%	53%	51%
Supplies & Services	24%	19%	21%	25%	27%
CGIAR Collaboration					
Collaboration & Partnerships	15%	26%	19%	10%	8%
Travel	10%	9%	10%	11%	13%
Depreciation	2%	1%	1%	1%	0%
Total Expenditure	17.3	20.8	17.9	16.2	17.4
Cash Expenditure	17.0	20.6	17.7	16.0	17.3
Results of Operations	- 2.2	- 2.2	- 0.6	1.0	0.4
Staffing					
Internationally recruited	43	49	43	37	42
Nationally recruited	250	221	215	209	201
Total	293	270	258	246	243
Indicators					
Working Capital	172	119	118	178	172
Current Ratio	2.5	1.9	1.5	2.5	1.9
Reserves expressed in working days	172	119	118	178	171
Fixed Assets					
Capital Expenditure (\$m)	0.3	0.3	0.1	-	0.0
Capital Expenditure/Depreciation	71%	112%	41%	27%	40%
Indirect/Direct cost ratio	20%	19%	19%	17%	18%

Glossary of Terms

Unrestricted Grants

Grants made directly to a Center with no restriction on their use are unrestricted. This revenue is recognized as income when it is received, or when the contract is signed. Unrestricted funding is also sometimes known as core funding.

Restricted Grants

When a grant is made to a Center with terms restricting the use of money for a particular project or use, then this is treated as a restricted grant. Revenue on these grants is recognized as it is earned, and not when it is received or when the contract is signed. Money given to support CRPs is restricted.

Net Assets

The total of what is owned by a Center after deducting what is owed (the equivalent of “retained earnings” or “owner’s equity” in a commercial business). Net assets are the accumulated “surpluses” (excess of revenue over expenses) over the years.

Unrestricted Net Assets

Net assets resulting from an excess of unrestricted revenue over unrestricted expenses. Use of unrestricted net assets is determined by the Center’s Board management.

Restricted Net Assets

Net assets resulting from an excess of restricted grant revenue over restricted expenses. Use of restricted net assets is determined by the Members contributing the restricted grants. Restricted net assets are uncommon in the Centers because of the accounting policies and business practices followed in the CGIAR.

Net Fixed Assets

The cost of fixed assets (property and equipment) net of the depreciation charge. It is also referred to as “book value” of property and equipment.

Liquidity

An organization’s ability to meet its short-term obligations. Technically, it is the difference between current assets and current liabilities. Liquidity can be in terms of a ratio (called current ratio) or number of days of operating expenditure. Liquidity is also referred to as “working capital”.

Quick Ratio

A more restricted measure of liquidity because it takes into account only those current assets that are cash or easily convertible into cash to pay for the current liabilities.

Working Capital

Current assets minus current liabilities.

Short-term Solvency (liquidity indicator)

Working Capital as defined above divided by per day operating expenses excluding depreciation. This indicator measures the ability of a Center to sustain current level of operation in the event of donor delays in grant remittance.

Long-term Stability (adequacy of reserve indicator)

Indicator that measures the number of days of operation that a Center can support from its own resources (i.e., reserves). It is computed as **Unrestricted Net Assets**, less **Net Fixed Assets**, divided by per day operating expenses (defined below) excluding depreciation.

Direct Costs

Operating costs incurred by a Center that can be traced directly to a project or discrete research activity. Common examples of direct costs include the cost of staff assigned to a specific project (the proportion of time allocated to the project), or the cost of supplies or equipment consumed by the project.

Indirect Costs

Operating costs incurred for the purpose of managing, overseeing and supporting a Center's overall research activities, and that therefore cannot be directly identified with a specific project or research activity. Common indirect costs in the CGIAR include the cost of Center (not research) management, and the cost of Boards of Trustees.

Indirect Cost Rate

Ratio of indirect costs to direct costs expressed as a percentage.

Cash Management of Restricted Operation

A ratio that measures the ability of a Center to manage restricted projects operations with the amount of cash advances received and reimbursements expected from donors. It is computed as restricted donors' accounts receivable divided by restricted donors' accounts payable expressed as a ratio. The desirable benchmark is a ratio less than 1.

Per day Operating Expenses

Total operating expenses of a Center less depreciation divided by 365 days. This indicator measures the daily cash requirement of a Center in the course of normal operations.

CGIAR Research Programs (CRPs)

- 1.1 Dryland Systems
- 1.2 Humid Tropic Systems
- 1.3 Aquatic Agricultural Systems
- 2 Policies, Institutions and Markets
- 3.1 Wheat
- 3.2 Maize
- 3.3 Rice
- 3.4 Roots, Tubers and Bananas
- 3.5 Grain Legumes
- 3.6 Dryland Cereals
- 3.7 Meat, Milk and Fish
- 4 Agriculture for improved Nutrition and Health
- 5 Water, Land and Ecosystems
- 6 Forests, Trees and Agroforestry
- 7 Climate Change, Agriculture and Food Security (CCAFS)

Centers and Programs of the CGIAR

Africa Rice	Africa Rice Center
Bioversity	Bioversity International
CIAT	Centro Internacional de Agricultura Tropical (International Center for Tropical Agriculture)
CIFOR	Center for International Forestry Research
CIMMYT	Centro Internacional de Mejoramiento de Maíz y Trigo (International Maize and Wheat Improvement Center)
CIP	Centro Internacional de la Papa (International Potato Center)
ICARDA	International Center for Agricultural Research in the Dry Areas
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
IFPRI	International Food Policy Research Institute
IITA	International Institute of Tropical Agriculture
ILRI	International Livestock Research Institute
IRRI	International Rice Research Institute
IWMI	International Water Management Institute
World Agroforestry	World Agroforestry Centre
WorldFish	WorldFish Center

Challenge Programs (CP)

Generation (GCP)
HarvestPlus
Sub-Saharan Africa (SSA)
Water & Food (CPWF)
Climate Change, Agriculture and Food Security (CCAFS) to 31 December 2010

Acronyms

ADB	Asian Development Bank
AfDB	African Development Bank
AGM	Annual General Meeting
ARI	Advanced Research Institutions
CGIAR	Consultative Group on International Agricultural Research
EC	European Commission
ExCo	Executive Council
FAO	Food and Agriculture Organization of the United Nations
GNI	Gross National Income
IDB	Inter-American Development Bank
IDRC	International Development Research Centre
IFAD	International Fund for Agricultural Development
MDTF	Multi Donor Trust Fund
MTP	Medium Term Plan
NARS	National Agricultural Research System(s)
NGO	Non-Governmental Organization
OPEC Fund	Fund of the Organization of the Petroleum Exporting Countries
SC	Science Council
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme